



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

AFMAN36-606_AFGM2014-01

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MEMORANDUM FOR DISTRIBUTION C
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FROM: HQ AF/A1
1040 Air Force Pentagon
Washington, DC 20330-1040

SUBJECT: Air Force Guidance Memorandum - AFMAN 36-606, *Civilian Career Field Management and Development*, 3 May 2011

By Order of the Secretary of the Air Force, this Guidance Memorandum immediately implements changes to AFMAN 36-606, *Civilian Career Field Management and Development*. Compliance with this memorandum is mandatory. To the extent its directions are inconsistent with other Air Force publications, the information herein prevails, in accordance with AFI 33-360, *Publications and Forms Management*.

The Attachment includes changes to four discretionary PCS allowances involving DoD National Relocation Program (DNRP), house hunting trip (HHT), temporary quarters subsistence expenses (TQSE) and new on-station dwell time requirements between Air Force funded PCS moves that occur on or after 1 Mar 14. It also provides documentation requirements for exception to policy requests and introduces the key career position (KCP) concept. Ensure that Labor Relations Officers meet local bargaining obligations as a result of the AFGM3 changes.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>.

This Memorandum becomes void after one year has elapsed from the date of this Memorandum, or upon incorporation by interim change to, or rewrite of AFMAN 36-606, whichever is earlier.

SAMUEL D. COX, Lt Gen, USAF
DCS, Manpower, Personnel and Services

AFMAN36-606_AFGM2014-01
Attachment

1.8.4. Key Career Position (KCP). The civilian workforce is comprised of centrally managed and non-centrally managed positions. Centrally managed positions consist of Career Positions and Key Career Positions (KCPs). Career positions are transitional for individuals with technical competency and management skills to move from functional expertise to corporate leadership. KCPs target competencies required at the Strategic leadership level.

1.8.4.1. The objectives of civilian workforce development are to create a strategy to effectively develop leaders to meet mission requirements and the efficient use of financial resources. The workforce strategy is: 1) to identify capabilities and talent requirements, 2) to develop management framework to meet force renewal, functional, and corporate requirements and 3) to ensure the framework is flexible enough across career fields to meet unique mission requirements. Efficient use of Air Force financial resources involves: 1) identifying the framework for executing financial resources/priorities, and 2) assessing an acceptable degree of risk and/or alternative funding.

1.8.4.2. The KCPs provide the stepping stones for individuals to move from functional experts to corporate assets. They are frequently filled with high potential career-developed candidates that have demonstrated a sustained commitment to personal development and adaptability to change. KCP candidates have access to centrally-funded development opportunities to include training and tuition assistance.

1.8.4.3. A Key Career Position is: Centrally Managed and in a major occupational series, requires a tour length of three to five years, provides critical experience in developing career field leadership, and must be vectored by the Career Field Development Team process.

1.8.4.4. The Career Field Teams will further define criteria for their KCPs in their designated chapters in this AFMAN.

1.9. CAREER MOBILITY. Effective force development depends upon filling high-level positions with highly qualified employees who have a variety of work experiences at various locations throughout the Air Force. These varied experiences provide employees a range of challenges and demands that may not be experienced in a single type of position or at only one installation or organizational level. The career-minded employee should seek such work experiences in more than one location or organization in a life-time career, but not more frequently than every four years. This depth and breadth of experience may be the factor that makes an employee the best qualified for referral. To attain appropriate depth and breadth of experience in preparation for the next level of challenges, employees should remain assigned no less than four years in CONUS centrally managed positions and no less than the prescribed overseas tour in OCONUS centrally managed positions. See Figure 1.1. for a sample CONUS Employment Agreement. AFMAN 36-204, *Overseas Employment*, provides samples of OCONUS Employment Agreements. Employees seeking positions with increased

responsibilities are encouraged to make themselves available for reassignment to fulfill AF mission needs. AFI 36-202, *Civilian Mobility*, provides additional guidance on mobility. Types of mobility include: . .

1.17. METHODS OF FILLING POSITIONS.

1.17.1. CFT Actions. Centrally managed positions are filled through both competitive and non-competitive methods. In most instances, the movement of a person into a centrally managed position is in the best interest of the Air Force. There may be some cases where a paid PCS would not be necessary to fill a centrally managed CFT position.

1.17.1.1. The CPS can help identify which positions may be filled with local candidates based on local market conditions (i.e., existing pool of local employees, prevalence of retired military, unemployment in the area, etc). If local market conditions provide a sufficient pool of candidates, the gaining organization must clearly identify on the request for personnel action (RPA) that a paid PCS is not in the interest of the government. Examples include, but are not limited to:

1.17.1.1.1. A civilian personnel office in the San Antonio area is filling a GS-0201-12, Human Resource Specialist (Civilian Personnel Section Chief) position. A government-funded PCS may not be in the best interest of the Air Force due to the overwhelming GS-0201-11/12 population in the local commuting area.

1.17.1.1.2. A GS-2010-12 Logistician position at Hill AFB needs to be filled. A government-funded PCS may not be in the best interest of the Air Force due to the overwhelming GS-2010-11/12 population in the commuting area.

1.17.1.2. There could be other compelling reasons that a PCS move is not in the interest of the government, but rather in the interest of the employee. In such cases, the Air Force must not fund the PCS. Examples of PCS moves not in the interest of the government may include, but are not limited to:

1.17.1.2.1. Employee completes OCONUS service agreement, but for personal reasons remains at OCONUS location for more than six months without requesting/obtaining Commander's approval to extend time limit for beginning return PCS travel.

1.17.1.2.2. Employee has not completed all 48 months of AF CONUS Service Agreement (see Figure 1.1), and does not meet eligible waiver requirements for a second AF-funded move.

1.23. PCS RESTRICTION. The Joint Travel Regulations (JTR, Vol 2) restrict any employee who is serving under a transportation agreement as a result of a Government-sponsored PCS move from a second PCS move within a 12-month period. The basis of the restriction is the prudence and cost associated with moving an employee twice within a 12-month period. The Air Force requires a minimum 48-month tour length in CONUS CFT managed positions. Employees must sign a completed CONUS Employment Agreement (see Figure 1.1) for each new CONUS

CFT managed position for which selected, to include OCONUS returnees exercising return rights. For OCONUS CFT managed positions, the JTR identifies prescribed tour lengths. AFMAN 36-204, *Overseas Employment*, provides samples of OCONUS Employment Agreements. AFPC/DPI is the approval authority for a second PCS move when an employee has not completed a full 48-month service period for all CFT managed positions except the Air Reserve Technician Officer Career Management Program (ARTOCMP), which is managed by AFRC/A1C; AFPC/DPIF manages the centralized PCS account funds. If a supervisor selects an employee under such a restriction, the supervisor, not the employee, must provide sufficient justification to support a request for waiver. The waiver request must be submitted to the selectee's owning CFT. Additionally, if the waiver request is for a second PCS move within a 12-month period, it must contain sufficient justification to establish that it meets the requirements of the JTR Vol 2. All CONUS Employment Agreement waiver requests for those who do not fulfill 48 months' time on station must meet the following requirements:

1.23.1. The proposed transfer is in the Government's interest;

1.23.2. An equally qualified employee is not available within the commuting area of the activity concerned; and

1.23.3. The losing activity agrees to the transfer. The CFT will review the request to ensure the information supports the requested waiver and will forward it to the Functional Manager (FM)/Development Team (DT) Chair or designee for concurrence/non-concurrence and signature. If the FM/DT or designee concurs, the concurrence will state specifically that:

1.23.3.1. The waiver is in the best interests of the career field,

1.23.3.2. The need to select the employee outweighs the additional cost of a second PCS in less than four years, and,

1.23.3.3. Sufficient efforts were made to locate a candidate for the position who would not require a waiver.

1.23.4. Automatic exceptions (no waiver required) to the 48-month rule are as follows:

1.23.4.1. OCONUS returnees on tours of less than 48 months;

1.23.4.2. Employees selected for promotion within 12-47 months of last PCS. (Note: Employees selected for promotion <12 months of last PCS require a waiver as outlined in paragraph 1.23).

1.23.4.3. Employees selected for transfer to another DoD Component or non-DoD Agency within 12-47 months of last PCS. (JTR C5574-C).

1.23.4.4. Employees separated as a result of reduction in force (RIF) or for the convenience of the Government.

1.23.4.5. Employees called to active duty or enlistment in the Armed Forces.

1.23.4.6. Employees participating in centrally funded civilian development education programs, where PCS is required as part of the program, are not subject to the 48 month time on station requirement.

1.23.4.7. Employees who signed a 2 year CONUS Transportation agreement in FY13 are exempt from 48 month time on station requirement; they must comply with the two-year agreement signed in FY13. However, an employee with PCS orders showing an EOD on or after 1 Mar 2014 must sign a new AF CONUS Employment agreement to comply with the 48-month requirement.

1.23.5. If the FM/DT Chair or designee does not concur, the package will be returned to the selecting official advising of the decision. When the FM/DT Chair or designee concurs with the waiver, the package is forwarded to AFPC/DPIF through the AFPC/FMAC Resources office for approval. The PCS waiver for an employee selected for a position covered by the Air Reserve Technician Officer Career Management Program (ARTOCMP) will be submitted through AFRC/A1C for decision.

1.23.6. Per JTR C5574 an employee serving under a service agreement for an AF CFT managed position at any permanent duty station (PDS) may be released from the tour of duty requirement specified in the agreement for reasons beyond the employee's control that are acceptable to the Air Force. The commanding officer or designee at the PDS is the authority to determine whether the reason is acceptable. Examples of acceptable reasons include:

1.23.6.1. Illness not induced by misconduct;

1.23.6.2. Enlistment/call to active duty in the Armed Forces;

1.23.6.3. Exercise of statutory re-employment rights within a time limitation that precludes completion of the tour of duty;

1.23.6.4. Release for the Government's convenience, such as separation because of physical/mental disqualification or lack of skill to perform duties of position for which recruited or any other position to which employee could be assigned;

1.23.6.5. Separation as a result of reduction-in-force (RIF);

1.23.6.6. When the employee's services are not required for the entire length of the agreement tour of duty period;

1.23.6.7. The employee's immediate presence is required in the geographical locality of the home of record (actual residence) due to an unforeseen emergency;

1.23.6.8. Completion of the agreed tour of duty would result in extreme personal hardship because of circumstances beyond the employee's control, such as conditions seriously affecting the health, welfare, and safety of the employee, serious illness/death in the immediate family, or the imminent breakup of the family group.

1.23.7. An employee unable to complete the service agreement tour of duty requirements for reasons unrelated to automatic waivers (see 1.23.4.) or selection for another Air Force position (see 1.23) may submit a request for early release through the CPS for the Commanding officer's determination. The CPS will forward acceptable determinations to the appropriate CFT, which will, in turn, submit to the FM/DT Chair and follow the steps in 1.26.5. The CPS will return unacceptable determinations to the employee.

1.23.8. Per JTR C5576 an employee with an unacceptable determination who fails to complete the service agreement tour of duty is in violation of the agreement. An employee who violates the service agreement is not eligible for travel and transportation allowances and/or is indebted and must reimburse the Government the costs paid for relocation expenses based on that service agreement. A service agreement violation includes failure to:

1.23.8.1. Meet/comply with the conditions specified in an agreement for reasons unacceptable to the Air Force;

1.23.8.2. Report for duty;

1.23.8.3. Return to the country/geographical locality in which the home of record (actual residence) is located in connection with a renewal agreement;

1.23.8.4. Use travel and transportation allowances within a reasonable time after separation from an OCONUS location.

1.23.9. Per JTR 5584-B an Air Force approved service agreement time limit waiver based on a Commander's acceptable determination releases the employee from all financial liabilities associated with failure to complete the service agreement tour of duty.

1.23.10. An employee who fails to complete the terms of the Transportation Agreement (DD 1617 or DD 1618) for reasons unacceptable to the Air Force must reimburse the Air Force for the pro rata share of the PCS costs for the amount of unfinished time remaining and is ineligible for Air Force funded PCS allowances (see JTR C5588 for computation examples).

1.23.11. An employee who completes the terms of the DD 1617 or DD 1618, but fails to complete the second, third, or fourth year of the 48-month Employment Agreement for reasons unacceptable to the Air Force, is ineligible for Air Force funded PCS allowances.

1.24.1. Each Career Field will have a pre-approved list of designated positions which includes title, grade, and series of centrally managed and key career positions. The centrally-funded PCS Account will fund a relocation to fill positions specifically identified by each Career Field in advance of funds obligation. The Civilian PCS Account will centrally fund:

1.24.1.1. The move of an Air Force employee selected for a CFT managed position, either from a referral certificate or through a management-initiated assignment, where approved in advance by the FM or designee.

1.24.1.2. The move of an individual selected from a certificate if the person is a current Federal employee.

1.24.1.3. The first-duty station move for an external reinstatement eligible applicant for a "hard-to-fill" position (upon CFT request).

1.24.1.4. A return PCS when the Civilian PCS Account funded the move of an employee to an overseas location or U.S. territory, except where the employee is selected for a position offering reimbursement of authorized PCS expenses.

1.24.1.5. The return move of an employee who retires overseas when the Civilian PCS Account funded the initial overseas move.

1.24.1.6. Temporary quarters subsistence expense (TQSE) and miscellaneous expenses of an employee returning from another component in an overseas area or a U.S. territory to a stateside CFT managed position, including those affected by PPP.

1.24.2. Air Force organizations must provide funding to cover all PCS costs that result from decisions to implement programmatic actions involving ramp-ups, stand-up of new organizations, reorganizations, realignments, and military-to-civilian or contractor-to-civilian conversions requiring a career field PCS action. Organizations are responsible for programming the cost and providing funding to implement all policy, operational, training and resource requirements relating to their force shaping actions. This guidance applies to future programmatic actions approved in the Corporate Structure without PCS costs factored into the original decision and to actions self-initiated by the organization or functional leadership that impact the centrally managed Civilian PCS Account. Exceptions require AF/A1 pre-approval.

1.24.3. Contracted relocation services are available to current eligible Federal employees who are required to PCS and need assistance with selling their residence at the old Permanent Duty Station (PDS) and/or finding a residence at the new PDS. Defense Management Review Decision (DMRD) 974, dated 15 December 1992, consolidated all Department of Defense (DoD) relocation services into the DoD National Relocation Program (DNRP). DNRP operates in accordance with a contract with multiple relocation companies. DNRP services currently available include Destination Services and the Guaranteed Home Sale (GHS) service. The U.S. Army Corps of Engineers (USACE) is the DoD Executive Agent. The National Relocation Program Office (NRPO) located in the USACE Baltimore District Real Estate Division administers the DNRP. The toll-free telephone number is 1-800-344-2501. The DNRP handbook is available at <http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx>.

1.24.3.2.1. GHS Eligibility. The program is available to current Federal employees selected for Air Force Senior Executive Service (SES) or CFT

centrally managed positions which are General Schedule grade level of 13 or higher. The job announcement for GS-13 positions or higher may restrict GHS eligibility to positions identified as "key career positions" (KCP). An employee selected for a position in other appropriated fund pay banding systems is eligible if the final base salary will be set equivalent to GS-13, step 1 or higher. The move must be from one location to another in the United States, (including Alaska and Hawaii), the Canal Zone area, or a U. S. territory or possession (such as Guam). Additionally, an employee who returns from a completed tour of duty from a foreign area to a non-foreign area different than the one from which transferred may be eligible for the program per Joint Travel Regulations (JTR), Volume 2, Chapter 5, Part P, Section 1, Paragraph C5750-D (employees who traveled overseas on a first duty station move and employees who were hired locally overseas are not eligible).

1.24.3.2.2. Application Procedures. An employee who meets the eligibility requirements in paragraph 1.24.3.2.1 above must navigate to the DNRP web address:

<http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx> and select the DNRP Online Relocation Services Request Form. All eligible employees are required to complete the HR POC info on the DNRP Online Relocation Services Request Form. Applicants funded by AFPC must cite the POC name listed in block 28 Item G of the PCS order and include the email address AFPCDPIEARESOURCESOFFICE@US.AF.MIL, while Air Reserve Technician Officer Career Management Program applicants must cite the POC name provided by AFRC/A1CS staff and include the email address afrc.a1csa@us.af.mil. The DNRP Office will require applicants to submit a copy of the Listing Agreement (if already available), an Addendum to Listing Agreement from the DNRP website, and a copy of the PCS order authorizing Relocation Services upon receiving employee's application. AFPC/FMAC or AFRC/A1CS will receive the auto-generated e-mail application for review/approval and submit it to the DNRP office for further action with one of the contractor companies. In turn, a DNRP services counselor will contact the employee and explain the available services.

1.24.3.2.3. Additional Criteria. An employee's residence (former residence for overseas returnees from a foreign area) must meet the requirements under the JTR, Volume 2, Chapter 5, Part P, Paragraph C5750-B. According to DNRP guidelines (DNRP Handbook, Sec. 7, Paragraph IID note), the residence must be the employee's principal residence and cannot be a mobile home, houseboat, or cooperative. The residence must be the place from which the employee regularly (daily) commutes to and from work. The residence must be titled in the name of the employee and/or one or more dependents. In situations involving a divorce or separation, or title held with other than a dependent, contact AFPC/FMAC (AFRC/A1CS for ART Officers) for further information regarding limited pro rata reimbursement. The maximum home value for which home sale services are payable is \$750,000 per JTR Volume 2, Chapter 5, Part Q1, Paragraph C5810-D. It is DoD policy that an employee is responsible for any additional costs to the contractor relocation company if the home is sold using GHS at a price exceeding \$750,000, unless waived by the AF. An employee requesting a waiver must submit the following information to the orders approving official, either AFPC/FMAC or AFRC/A1CS: 1) Home

purchase documents showing purchase date and price; 2) Third party home value estimate(s), such as Zillow.com or Realtor.com; 3) Comparable sales listing; and 4) Historical and projected market trends.

1.24.3.2.4. DNRP Enrollment Time Limit. An eligible employee must elect to use GHS and complete the sale transaction prior to the one-year real estate time limit IAW the DNRP Handbook, Section 3, Para III. Per JTR, Vol 2, Chapter 5, Part P, para. C5750-C3 the one-year time limit begins on the date the employee physically reports for duty at the new PDS and ends on the one year anniversary of the report-for-duty date. For example, the one year time limit for an employee, who physically reports for duty on Wednesday, 6 Nov 13 is 6 Nov 14. Due to GHS marketing requirements and administrative processing timelines, an eligible employee should enroll NLT 120 days before the one-year expiration date to allow time for AF-imposed 60-day home marketing plus the 60-day DNRP-required home marketing plus completion of sale transaction. DNRP program office will not consummate sale transaction beyond the one-year JTR limit for sale transactions. It is employee's responsibility to seek a waiver to the one-year time period for real estate transactions with evidence of extenuating circumstances that the Air Force finds acceptable due to unavoidable circumstances. See para. 1.24.7 for details regarding waiver requests.

1.24.3.2.5. DELETE

1.24.3.2.6. DNRP GHS-AF Pre-Enrollment 60-Day Listing of Property. AF requires an eligible employee who elects to use GHS to market the home for sixty (60) days (from the date of listing) prior to enrolling in DNRP GHS. Following the AF imposed 60-day marketing period, and once the employee is enrolled in the DNRP GHS, DNRP requires an eligible employee to market the home for an additional sixty (60) days prior to accepting the GHS offer. The listing agreement must include an exclusion clause to allow the employee to cancel the agreement without incurring a broker's commission should the employee elect to accept the appraised value offer. The clause also permits the employee to assign an offer to the contractor relocation company to relieve the employee of the responsibility of closing the sale with the buyer. An employee who receives an acceptable offer for the property based on appraised fair market values within the 60-day AF-required pre-enrollment waiting period will not be enrolled in DNRP GHS and will receive reimbursement using the JTR real estate authorization.

1.24.3.2.7. Home Marketing Incentive Payment (HMIP).

1.24.3.2.7.1. For employees with PCS orders that reflect an Entrance on Duty (EOD) date on or after 1 Mar 14, AF does not authorize use of HMIP. Alternatively, homeowners may use the DNRP GHS after marketing the residence for 120 days (AF 60-day requirement before enrollment plus 60-day DNRP requirement once enrolled) or they may use the Real Estate entitlement authorized in JTR, Vol 2, Chapter 5, for reimbursement of allowed closing costs during a residence sale.

1.24.3.3. Property Management Services. An employee transferring to a centrally managed position, who meets the DNRP GHS eligibility requirements in **paragraph 1.24.3.2.1**, may select Property Management (PM) services in lieu of GHS. An employee may self-procure PM services through a rental agency and be reimbursed up to 10 percent of the monthly rent in accordance with the JTR, Volume 2, Chapter 5, Part Q1, Paragraph C5815-B2. The Air Force ordering-authorizing or authenticating official may approve PM services. An employee who elects to use PM services may later sell the residence within the applicable time limits in accordance with JTR Volume 2, Chapter 5, Part P, Paragraph C5750-C. However, an employee may not use GHS pursuant to the same PCS orders. The reimbursement amount an employee receives for the sale of a residence may not exceed the maximum amount allowed in Part P, Paragraph C5756-B1 less the amount paid for PM services. If the amount paid for PM services equals/exceeds the maximum amount allowed in Paragraph C5756-B1, then no reimbursement is allowed for the residence sale.

1.24.4. House Hunting Trip (HHT). When authorized an HHT per the eligibility requirements found in JTR, Vol 2, Ch 5, Part M, Air Force employees and/or their spouse are authorized a maximum of five (5) days, including travel days, to search for permanent housing at the gaining Permanent Duty Station (PDS).

1.24.5. Temporary Quarters Subsistence Expense (TQSE). When authorized TQSE per the eligibility requirements found in JTR, Vol 2, Ch 5, Part H, Air Force employees are authorized the following:

1.24.5.1. Within CONUS Moves. Authorized a maximum of 21 days TQSE-Actual Expense (AE) reimbursement method only.

1.24.5.2. Overseas Returnees (Includes non-foreign overseas returnees). Authorized the option of 30 days TQSE-Lump Sum (LS) OR 60 days TQSE (AE) reimbursement methods.

1.24.5.3. Extending TQSE (AE) Past the Initial Period. The criteria for extending TQSE (AE) beyond the initial period shall be uniformly applied. The authorizing/order-issuing official must determine there are compelling reasons to continue occupying temporary quarters. Extensions are not automatic and will only be granted on a case-by-case basis and in situations where there is a demonstrated need for additional time due to circumstances beyond the employee's control and that is acceptable to the Air Force. Circumstances that exist at the time of transfer, such as high cost of housing, high interest rates, or a poor housing market may not in themselves be sufficient to warrant extending the TQSE (AE) period. The JTR, Chapter 5, Part H, C5364 lists examples of compelling reasons or circumstances which might be considered as beyond the employee's control, although they are not inclusive. To clearly demonstrate the need for a TQSE extension the employee must submit the following information and documentation to the authorizing/order issuing official prior to the expiration of the initial TQSE period; AFPC/FMAC Resources Office (AFPCDPIEResourcesOffice@us.af.mil) is the

authorizing/order issuing official for all CFTs except the ARTOCMP, which is managed by AFRC/A1C.

- 1.24.5.3.1. Date employee reported for duty at the new PDS.
- 1.24.5.3.2. Date employee began TQSE.
- 1.24.5.3.3. Date employee's dependents began occupying temporary quarters and qualifying for TQSE.
- 1.24.5.3.4. Number of TQSE days initially authorized.
- 1.24.5.3.5. Number of days taken for HHT, if any.
- 1.24.5.3.6. Anticipated date permanent quarters will be occupied.
- 1.24.5.3.7. Number of day's extension requested.
- 1.24.5.3.8. Copy of contract to purchase or lease permanent quarters showing closing or occupancy date.
- 1.24.5.3.9. If request is based on delay in HHG delivery, a statement from the Traffic Management Office (TMO) showing date of HHG pickup and anticipated date of delivery/receipt. If applicable, this should include a statement explaining the delay in delivering out of temporary storage.
- 1.24.5.3.10. If request is based on delay in processing mortgage application, a statement from the mortgage company showing date employee applied for the mortgage, the normal processing time, and the reason for the delay. An extension request due to a closing date originally scheduled outside the initial TQSE period is not a valid request since the employee had an option to enter into a contract knowing the initial period of TQSE would expire prior to the final transaction.
- 1.24.5.3.11. Other supporting documentation as deemed appropriate by the employee or agency.

1.24.6. Waiver Process for Real Estate Time Extensions Beyond One-Year Period (Two Year Maximum). JTR C5750-C authorizes the Air Force to grant an extension if extenuating circumstances prevented the sale/purchase transaction to be completed within the one-year time period and those circumstances reasonably related to the PCS. Waiver requests will be addressed case-by-case; the Air Force has broad discretion about whether to approve a waiver. The waiver applicant should explain, in detail, why the extenuating circumstances caused the delay, i.e., what made transaction completion unavoidable within the one-year period. The employee must submit supporting documentation with the waiver request to the authorizing/order issuing official prior to the expiration of the initial one-year period. AFPC/FMAC Resources Office (AFPCDPIEResourcesOffice@us.af.mil) is the authorizing/order issuing official for all CFTs except the ARTOCMP, which is managed by AFRC/A1C. Example: to support a waiver request based on a depressed housing market as the "extenuating circumstance" the Air Force should consider, the applicant should address these factors along with supporting documentation:

- 1.24.6.1. Whether the decline in the housing market was as severe as the employee suggested;
- 1.24.6.2. What efforts the employee made in selling the house during the initial one-year period;
- 1.24.6.3. Whether the employee priced the house to sell given the selling or listing prices of comparable houses during the initial one-year period;

1.24.6.4. Whether the employee received any offers to purchase the residence during that period; and

1.24.6.5. Whether the employee explicitly rejected or refused to consider such offers.

**Figure 1.1. CONUS EMPLOYMENT AGREEMENT
ASSIGNMENT TO A CAREER FIELD TEAM MANAGED POSITION**

This agreement must be signed by an employee serving on a career or career-conditional appointment selected for assignment to a Career Field Team (CFT) managed position in a CONUS location

1. This document represents an agreement between the Air Force and the undersigned and becomes effective upon my assignment to:

Position Title, Series and Grade or Pay Band _____

Location: _____

2. By accepting this assignment to a CFT managed position in a CONUS location, I understand and agree to the following:

My minimum period of service is a 48-month tour of duty for the area to which assigned. Any reduction to the minimum period of service is subject to management's approval and my concurrence (see AFMAN 36-606, para 1.23.6). Any prior DoD tour of duty already served in the same local commuting area may be cumulative and may reduce the minimum period of service, but not less than a total of four years of service.

3. I understand that I must satisfactorily complete the required period of service established for the area to which I am assigned, unless a waiver is granted or I meet one of the conditions listed below that do not require a waiver (see AFMAN 36-606, para 1.23.4). AFPC/DPI is the AF/A1-delegated approval authority for any early release (i.e., waiver) from the period specified in this agreement or from the transportation agreement; AFRC/A1C is the approval authority for early release (i.e., waiver) for CFT covered Air Reserve Technician officer positions. If my assignment is terminated earlier than the 48-month period for any of the following reasons, I do not need a waiver and am released from all financial liabilities (see AFMAN 36-606, para 1.23.9):

- a. Return from OCONUS short tours of less than 48 months.
- b. Selection for promotion within 12-47 months of last PCS
- c. Transfer to another DoD component position outside the Department of the Air Force
- d. Transfer to any agency outside DoD
- e. Separation due to Reduction in Force or for the convenience of the Government
- f. Call to active duty or enlistment in the Armed Forces.

4. I understand and accept the conditions established in this agreement. I understand that failure to complete the length of the assignment as I have agreed to do in paragraph 2 above may result in my financial liability to repay the Air Force for the pro rata share (associated with the unfinished time remaining) of the PCS costs already incurred and/or ineligibility for Air Force funded PCS allowances to another Air Force position (see AFMAN 36-606, para 1.23.10 and 1.23.11, and JTR C5578 and C5588).

Date

Signature of Employee

Date

Signature of Placement Officer/Location

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE MANUAL 36-606

3 MAY 2011



Personnel

**CIVILIAN CAREER FIELD MANAGEMENT
AND DEVELOPMENT**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This Manual implements Air Force Policy Directive 36-6, *Civilian Force Development*, and interfaces with Air Force Instruction 36-2640, *Executing Total Force Development* and outlines procedures and criteria for civilian career field management and force development (FD). The Air Force manages the careers of officer-equivalent civilians through a series of functionally-oriented Career Field Management Programs (CFMPs); day-to-day operations of each program are carried out by a corresponding series of Career Field Teams (CFTs). This Manual applies to CFMPs, CFTs, supervisors, managers, and employees (including members of the Air Force Reserve Officer Air Reserve Technician program); civilian personnel staffs; and civilian employees at joint service organizations where Air Force is the executive agent and to other Federal civilian employees and reinstatement eligibles. It does not apply to Air National Guard, Title 32 *Technicians*.

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SUMMARY OF CHANGES

This revision recognizes organizational, guidance and procedural changes and responsibilities that have occurred within the Air Force during this period. This change eliminates Volume 1 from the title, and supersedes AFMAN 36-606, Volume 2, 1 December 1995, by incorporating the elements of or identifying the location of the material previously contained in Volume 2, (in almost all cases, that documentation is now posted in an electronic format accessible via the Air Force Portal, the AFPC Civilian Career Field Management website, individual career field communities of practice (CoP) websites or career field MyBiz pages).

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Chapter 1

CAREER FIELD TEAMS - OPERATIONS AND PROCEDURES

1.1. PROGRAM AUTHORITIES. The Air Force fulfills Civil Service Reform Act requirements for executive management through a series of functionally-oriented career field programs. Each career field program is administered by a Career Field Team (CFT) located within the Directorate of Civilian Force Integration, Air Force Personnel Center (AFPC/DPI). CFTs manage the careers of officer-equivalent civilians within their career field by developing highly competent executives through a variety of training and developmental programs. Additionally, the CFT provides for the systematic development of candidates for Senior Executive Service/Defense Intelligence Senior Executive Service (SES/DISES) positions through various force development initiatives to include participation in the Civilian Strategic Leader Program (CSLP). Additional information about CFT objectives, structure, and responsibilities is outlined in Air Force Instruction (AFI) 36-2640, *Executing Total Force Development*.

1.1.1. Civilian Personnel Policy. The Directorate of Airman Development & Sustainment (AF/A1D) provides regulatory guidance and direction pertaining to Force Development and the operation of CFTs. The Directorate of Force Management Policy (AF/A1P) provides regulatory guidance and direction for the overall management of the civilian workforce within the AF.

1.1.2. Functional Advisory Councils (FACs). Functional communities establish Advisory Councils chaired by the Functional Authority (FA) (or designee) to address unique functional needs. FAC Chairs may further designate individuals or groups to carry out certain authorities. If so designated, a record of written designations is maintained by the CFT. Groups (panels) may be established to manage such areas as promotion plans, referral issues, positions, training, leadership development, work force analysis and overall program effectiveness. Panels meet on a regular and recurring basis. Specific panels may be addressed in the individual CF chapters within this Manual.

1.1.3. Development Teams (DTs). Senior members of the FAC form career field DTs. DTs provide mentoring and career advice to members of the career field through the vectoring process. DTs also rate and rank candidates for developmental opportunities such as Civilian Developmental Education (CDE). During this process, the DT evaluates the candidates' records to determine if they are ready for CDE. The DT also provides vectors identifying appropriate follow-on assignments for candidates selected to participate in CDE, Career Broadening, and CSLP.

Section A - Centrally Managed Positions

1.2. GENERAL. The Functional manager (FM) or designee shall establish criteria and provide direction to CFTs for the coverage of positions centrally managed by the career field. Normally, career field positions are either competitive or excepted service appropriated fund positions in the General Schedule (GS) and their equivalents under other pay systems such as the Defense Civilian Intelligence Personnel Management System (DCIPS), and demonstration projects (AcqDemo, LabDemo).

1.3. CODING POSITIONS. The HAF Career Field Manager (CFM) designates centrally managed positions within the career field unless delegated to the CFT. The installation's servicing classification function and the CFTs at AFPC identify centrally managed career field positions by coding and maintaining position data in the Defense Civilian Personnel Data System (DCPDS). These data fields include the Career Field Identifier, Career Field Type, and Mobility Reason. Civilian Personnel Sections (CPSs) and/or the servicing classification function must verify career field coverage before filling vacancies. The CFT conducts periodic position management reviews to identify and correct erroneous position coding.

1.4. POSITION CLASSIFICATION. Except as noted below, positions are classified by offices maintaining classification authority for the installation or organization, to include, servicing CPSs, the Air Force Manpower Agency (AFMA), Air Force Office of Special Investigations (AFOSI), and Air Force Reserve Command (AFRC)/A1C. When questions of consistency or standardization in classification arise, AF/A1MR provides guidance and assistance to AFMA, Major Commands (MAJCOMs), and comparable personnel activities and CPSs.

1.4.1. Career Broadening and Intern Positions: AFMA, in coordination with CFMs, classifies career broadening and intern (PALACE Acquire and COPPER CAP) positions funded through the Central Salary Account (CSA). Employees accepting a Career Broadening (CB) developmental assignment agree to pursue the objectives and activities specified in the developmental plan and core personnel document. Changes to the established core personnel document or current/history experience skill codes are not authorized for the duration of the CB assignment.

1.4.2. CSLP Position Review. The Civilian Strategic Leader Program (CSLP) is an Air Force managed program which identifies and fills civilian command-equivalent positions. This program is managed by the AF/DPS CSLP office; manpower validation exercise and results are coordinated with MAJCOM A1s and the Air Force Personnel Center (AFPC) Career Field Teams (CFT's). MAJCOM A1's and CFT's identify manning across Commands.

1.5. POSITION COVERAGE EXCLUSION. To request exclusion of a centrally managed position from career field (CF) coverage, either permanently or on a one-time basis, the local manager must provide a written request, with justification, through the servicing CPS and owning MAJCOM to the appropriate CFT. The CFT will prepare a recommendation to the CFM for adjudication.

1.6. RESTRUCTURING POSITIONS. Centrally managed positions are normally filled at the full performance level unless a special need arises requiring filling the position below the target grade. Arrangements to accommodate a special needs situation(s) must be made in advance, in writing, with justification, and directed through the respective CFT to the FM or designee. The FM may delegate the authority to approve restructuring a covered position to the respective CFT Chief.

1.6.1. Restructured positions are advertised DoD-wide unless specific arrangements have been addressed in the justification to limit the area of consideration and approved by the FM or designee. (See the appropriate career field chapter in this directive for career field-unique instructions).

1.6.2. The CPS and/or classification authority ensures any restructured position remains properly coded to reflect the full performance, or target, grade and retains the appropriate career field designations (career field ID, career field type, and mobility reason).

1.7. SKILLS CODING. Although skills coding will cease under USAStaffing, the codes themselves will continue to reside in DCPDS for historical reference.

1.8. CAREER DEVELOPMENT ASSIGNMENTS. There are two primary types of developmental assignments managed by CFTs: career broadening and career enhancing. Each provides developmental work experiences intended to prepare employees for higher level supervisory and managerial positions.

1.8.1. Career Broadening (CB) Assignments. The CB Program is an integral part of the AF's leadership development framework depicted in the Civilian Development Continuum included at [Attachment 4](#). It is designed to build occupational and institutional competencies while enhancing leadership perspective. The program is an integral part of structured development and is corporately managed. The primary focus of the program is current mid-level AF employees, typically GS-12 through GS-14 (and equivalents in other appropriated fund pay systems), however in certain instances assignments may be to positions at the GS-15 and equivalent level to meet specific career development requirements. Assignments may also be within Joint and Combatant Commands, where the AF is the executive agent, under appropriate training agreements and directives; for example, other Department of Defense (DoD) components and Office of the Secretary of Defense (OSD). Career broadening assignments, although of relatively short duration, are sufficiently complex and demanding to increase and broaden experience. Assignments may be between specialties or disciplines within a career field or across functional lines from one career field to another where skills pairing have been approved. (**NOTE:** Individual career field chapters in this directive may contain further details).

1.8.1.1. CB Program Positions. CB assignments can be utilized to facilitate employees gaining experiences at the operational and strategic levels. Within the operational arena, assignments should focus on development within a functional community to gain breadth of experience (this could be accomplished across occupational lines within a single career field). At the strategic level, CB assignments should be considered to gain either MAJCOM or Joint experience. These positions, while placed at an organization for a career broadening assignment, are considered to be overhead positions (not part of the local Unit Manning Document (UMD) or critical for accomplishment of the mission). As such, CB authorizations generally are not to be used to establish new supervisory positions within an organization. DTs determine position location and work assignments to accomplish specific career development objectives; therefore, the location, occupational series, and grade/pay band level may change from one assignment to the next.

1.8.1.2. Key Attributes of Career Broadening Program Positions.

1.8.1.2.1. Centrally managed and funded by AFPC/DPI.

1.8.1.2.2. Established against firm career broadening manpower authorizations that have been transferred into, and are funded by, the AF's CSA.

1.8.1.2.3. Centralized personnel servicing by AFPC/DPI and CPS at Randolph AFB TX.

1.8.1.2.4. AF-wide mobility agreement required.

1.8.1.2.5. Limited in duration, normally 30-36 months; an extension of up to an additional 12 months must be approved by the FM or designee and AFPC/DPI. Because these positions are used for corporate development, assignment duration shall be limited to a maximum of 48 months.

1.8.1.2.6. Filled by competitive reassignment, change to lower grade/pay band, temporary promotion, or DT vectoring with specific guidelines.

1.8.1.2.6.1. Individuals identified for competitive temporary promotion to career broadening opportunities must meet applicable specialized experience and education requirements.

1.8.1.2.6.2. On occasion, modifying experience requirements for career broadening reassignment/ change to lower grade/pay band placement actions may be utilized in accordance with OPM Qualifications Standards, Chapter II, Section B, Part E.8 (C). This provision does not authorize the career field to disregard minimum educational, licensure, or certification requirements in OPM standards.

1.8.1.3. Using DT Vectors to Fill Career Broadening Positions.

1.8.1.3.1. At the direction of their DT, career fields may require candidates to submit an Airman Development Plan (ADP) and/or resume as part of the career broadening selection process. DTs are comprised of senior leaders who are considered subject matter experts within their community and are convened annually or on an ad hoc basis.

1.8.1.3.2. When this mechanism is used, career fields must publicize the fact that opportunities for these career broadening assignments will be limited to those who submit an ADP and who receive a vector from the DT. Additionally, if these career broadening opportunities are open to temporary promotion candidates, vacancy announcement(s) must be posted and the requirement for interested employees to submit an ADP and/or resume must be clearly stated in the body of the vacancy announcement.

1.8.1.3.3. Career fields must ensure employees are made aware that the DT vector process will be utilized. At a minimum, career fields must accomplish notification using multiple communication methods such as: vacancy announcements, list servers, newsletters, bulletin boards, websites, and any other available means.

1.8.1.3.4. The DT and/or CFT may request placement into a CB position via a management directed reassignment. In such cases, the Request for Personnel Action (RPA) must contain the following statement: "This is a management directed reassignment approved by the (name of career field) DT Chair."

1.8.1.3.5. Developmental objectives for individuals selected for career broadening assignment must be developed and periodic evaluations of progress to meet those objectives will be required by AFPC/DPI.

1.8.1.3.6. Resumes and/or ADPs may be required from applicants. (Refer to the appropriate career field chapter for detailed instructions.)

1.8.1.3.7. A career field DT (or its designated selecting authority) may make selection for a career broadening position vacancy from a competitive certificate of promotion and/or reassignment eligibles. In these instances, the CB Program Office must first announce the career broadening position vacancy through the normal competitive process and issue a 90-day referral certificate of qualified candidates to the CFT. The CFT will then present the referral certificate to the DT or its designated selecting authority.

1.8.1.4. DoD Priority Placement Program (PPP) Exemption. Selections made for assignment to the career broadening program are exempt from the PPP. The exemption permits placement onto a career broadening position by reassignment, change to a lower grade/pay band, or temporary promotion. Outplacements by reassignment or change-to-lower grade/pay band are also exempt from clearing PPP for those who have completed a centrally funded and managed career broadening assignment, to a follow-on position that has been pre-identified in the employee's formal developmental plan or memorandum of agreement. Follow-on assignment will be firmed up within the last six months of the career broadening assignment. This exemption does not apply to outplacement actions onto permanent positions through promotion; the DoD Automated Stopper and Referral System (ASARS) must be cleared for promotion actions. CB temporary promotion may lead to permanent promotion without further competition when PPP has been cleared before a follow-on assignment can be effected. This will apply only when full Air Force-wide competition was afforded during the career broadening selection process. In each instance the ASARS must be cleared prior to placement.

1.8.1.5. Outplacement of Career Broadeners. Outplacement efforts begin one (1) year prior to completion of the career broadening program. Refer to chapter 3, paragraph 3.5.9 of AFI 36-2640 *Executing Total Force Development*, for specific guidance. Outplacement efforts involve one or a combination of the activities listed below. The assignment of a career broadener is made in concert with the objectives of the career broadening program and in coordination with leadership officials to build functional and institutional competencies while enhancing leadership perspective. As such, DTs and CFTs have a responsibility to assess Air Force-wide goals, needs, and mission requirements within their communities, and take an active role in seeking out-placement assignments for graduating career broadeners.

1.8.1.5.1. Referral and selection through the normal centrally-managed competitive process.

1.8.1.5.2. Management-initiated Reassignment. The CFT will continually monitor existing/incoming career field fill requests for which the graduating career broadener is qualified and has indicated a preference, including those which match the occupational series and grade/bands identified in the career broadening Memorandum of Agreement (MOA). After identifying a match, the CFT will generate a career brief and provide it to the selecting official for consideration. This referral must be accompanied by an endorsement from the DT Chair/Co-Chair.

1.8.1.5.3. Career field proactive efforts. Proactive efforts include, but are not limited to such activities as; 1) informing the community of upcoming graduating career broadeners; 2) issuing emails to functional leaders and actively marketing the types of series, grade/pay band levels, and skills of the career broadeners; 3) sending out information bulletins on list-servers about program objectives, priority placement flexibilities, and availability of career broadeners to fill projected and unanticipated vacancies; 4) involving mentors in the outplacement process; and/or 5) outplacement vectoring by the DT. These are just a few options; the intent is to be assertive in using all the resources available in placing our next generation of civilian leaders.

1.8.1.5.4. Finalizing the Outplacement. A final placement must be firmed up and all necessary arrangements such as PCS orders, release date, new reporting date, etc. must be settled and agreed to by all parties concerned within six months but no later than 30 days from the end of the career broadener's assignment (Not To Exceed date).

1.8.1.6. Payment of Career Broadeners:

1.8.1.6.1. Salary: Salaries for career broadeners are funded from the AF's CSA.

1.8.1.6.2. Annual Performance Awards: Annual performance awards are funded from the CSA with instructions and administration of the funds conducted by the CB Program Office, Resource Office, and the pay system's applicable reviewing authority.

1.8.1.6.2.1. General Schedule Performance Awards. : erformance awards may take the form of time-off and/or monetary awards. Time-off awards may be approved by the supervisor for GS positions and so annotated as part of the appraisal package.

1.8.1.6.2.2. General Schedule Quality Step Increases (QSIs): QSIs are not authorized in the career broadening program because it is a program to develop high potential employees. CB positions are designed to broaden the skills of high-potential AF employees for future leadership positions. These developmental positions normally last between 30-36 months (with a maximum of 48 months) and are accompanied by formal developmental plans. It is expected that the individual will be learning and developing his/her skills during that period of time.

1.8.1.6.3. GS Incentive Awards: Monetary incentive awards are processed and approved locally, and paid out of the local installation's funds. The organization granting an incentive award to a career broadener must contact the AFPC/DPI Resources section to complete the necessary transfer of funds to the CSA.

1.8.1.6.4. Overtime: The central account will not pay overtime; this must be paid out of the local installation's funds. The organization granting overtime to a career broadener must contact AFPC/DPI Resources section to complete the necessary transfer of funds to the CSA.

1.8.1.6.5. Permanent Change of Station (PCS) Costs: The central PCS account will fund PCS for employees moving into and out of career broadening positions. If the outplacement from the career broadening position is not to a career field centrally

managed position, PCS entitlements may be limited. See section 1.24 for additional information.

1.8.1.7. **Career Broadening Assignments Overseas.** Employees accepting a CB assignment at an overseas location must sign an Overseas Return Agreement in accordance with AFMAN 36-204, *Overseas Employment*, Chapters 3 and 7.

1.8.2. **Career Enhancing Positions.** Career Enhancing positions are a permanent part of an organization's infrastructure and are centrally managed separately by each CF. These are time-limited with continuing work assignments, and they normally involve work that is Air Force-wide in scope, responsibility, and complexity. Key attributes of career enhancing positions include:

- 1.8.2.1. Centrally or locally managed.
- 1.8.2.2. Established against positions on the local UMD (locally owned and funded).
- 1.8.2.3. Personnel servicing provided locally (same as other local positions).
- 1.8.2.4. Require an AF-wide mobility agreement as determined by each career field.
- 1.8.2.5. Limited in duration, as determined by the career field, normally 2-3 years.
- 1.8.2.6. May be filled through any appropriate, competitive staffing procedure.

1.8.3. **Air Force Civilian Strategic Leader Program (CSLP).** CSLP is a component of the talent management strategy for strategic level civilians. Talent Management is a collection of processes with the intent of preparing Air Force civilians for challenging and critical leadership positions, determining who is most qualified and ready for those positions, and filling those leadership positions most advantageously for the Air Force. This program is open to all GS-14/15s or equivalents meeting specific eligibility requirements. CSLP initially contains four interrelated, but separate processes/programs that are synchronized to enhance the overall development and management of a segment of the civilian strategic workforce.

1.8.3.1. The processes/programs include:

- 1.8.3.1.1. Director Screening and Assignment: designed to fill command-equivalent positions (Wing and Group Director and Deputy Directors).
- 1.8.3.1.2. Senior Leader Education: assists in establishing criteria, develops the portfolio of opportunities, facilitates the process of identifying candidate requirements, and assists in placing candidates into executive education programs.
- 1.8.3.1.3. Senior Leader Experiential Management: identifies and maintains portfolio of experiential opportunities, identifies and maintains a list of GS-14/15 or equivalents, and creates and executes individualized development plans for high potential civilian employees.
- 1.8.3.1.4. Senior Leader Execution and Program Support: lead for all development programs for GS-14/15 or equivalent personnel to include the National Security Professional Program, Individual Development Plans, Joint Leader Strategic Competency Model, and Career Broadening and Defense Senior Leader Development Program.

1.8.3.2. Objectives:

1.8.3.2.1. Develop systematic, open processes to compete and fill Air Force command-equivalent positions at the GS-14/15 grade levels.

1.8.3.2.2. Create programmed movement through Air Force civilian command-equivalent positions in order to best meet mission requirements, provide fresh leadership perspectives to the organizations, and increase the number of civilian leaders who have been developed through this type of experience.

1.8.3.2.3. Institutionalize the requirements for filling command-equivalent positions by providing clear, merit-based, corporate processes.

1.8.3.2.4. Assess senior development opportunities based on development needs. Enhance succession planning within the Air Force civilian workforce by building a qualified and developed cadre.

1.8.3.3. Director Screening and Assignment Overview. Director Screening and Assignment includes a board process for identifying and filling Air Force command-equivalent positions at the GS-14/15 grade levels. The Air Force Senior Executive Management Division (AF/DPS) identifies command-equivalent positions, coordinates the board and bidding and matching processes to fill the positions for a three year assignment with a one year management option to extend.

1.8.3.4. Overview of Annual Process. There are four major components to the annual calendar year (CY) process:

1.8.3.4.1. Position Identification. Command-equivalent positions will be identified by AF/DPS using both manpower data and coordination with the MAJCOMs. All civilian Wing Director, Vice Wing Director, Group Director and Group Deputy Director positions will be filled using this program. Each year, AF/DPS will validate the list of upcoming vacancies based on previous assignment of a Director Assignment participant to the position. All positions identified as open for fill in the CY will be added to a list for advertisement as available for the next year's program. The Civilian Force Development Panel (CFDP) will validate the position list each year.

1.8.3.4.2. Member Identification, Screening, and Application. AF/DPS will annually task the Development Teams (DT) to identify potential GS-14/15 candidates based on the list of projected vacancies and designated criteria. The list of projected vacancies will be available to the DTs for review. Within the AF's succession planning criteria, the DTs will invite potential candidates to submit applications for the Director Screening Board (DSB). Individuals who are invited may opt out of consideration with no penalty; however, a survey will be provided to obtain feedback on why they chose not to compete.

1.8.3.4.3. Member Boarding. All members who accept the DT invitation will meet the DSB and be evaluated on their readiness, based on their performance and other designated criteria as outlined by the Board, to serve in one of the command-equivalent positions. Final board results will be approved by the CSAF.

1.8.3.4.4. **Candidate Bidding and Matching.** After the Board results are approved, AF/DPS will coordinate with MAJCOMs to complete the bidding and matching process.

1.8.3.5. Position Identification (Initially and Annually)

1.8.3.5.1. Positions are managed through the Director Screening and Assignment process if they are:

1.8.3.5.1.1. An Air Force position at the GS-14/15 level, **AND**

1.8.3.5.1.2. Command-equivalent responsibilities at the civilian Wing Director, Deputy Wing Director, Group Director, and Group Deputy Director positions

1.8.3.5.2. These command-equivalent positions will be filled from a central list. Therefore, selecting officials, functional managers, and MAJCOM A1 and functional staff must sign a memorandum of agreement (MOA) upon designation of the position as command-equivalent that outlines the administrative procedures for filling a Director Screening and Assignment process designated position.

1.8.3.5.3. To ensure the integrity of the position identification process, all positions identified for the Director Assignment initiative will be reviewed by the CFDP.

1.8.3.5.4. In general, positions for Director Assignment position are:

1.8.3.5.4.1. Wing Director/Deputy Director equivalent positions: in charge of at least 1000 people; mission-focused.

1.8.3.5.4.2. Group Director/Deputy Director equivalent positions: in charge of at least 400 people; mission-focused.

1.8.3.6. Member Identification, Screening, and Application Process

1.8.3.6.1. ***Eligibility.*** Employees must meet the following criteria to be eligible for Director Assignment:

1.8.3.6.1.1. Held a GS-14/15 position for at least 12 months (this is not a promotion program/opportunity).

1.8.3.6.1.2. At least 12 months in current position.

1.8.3.6.1.3. At least one current Air Force appraisal.

1.8.3.6.1.4. At least 12 months supervisory experience.

1.8.3.6.1.5. Bachelors Degree.

1.8.3.6.1.6. Not previously held command-equivalent leadership position of the same type at the GS-14/15 grade levels (e.g., previous group directors or equivalent may not be eligible for second group director).

1.8.3.6.1.7. Technical qualifications necessary to fulfill position (as applicable to current position list).

1.8.3.6.2. ***DT Involvement in the Process.*** DTs are charged with:

1.8.3.6.2.1. Reviewing all potential GS-14/15 employees.

1.8.3.6.2.2. Screening members for suitability.

1.8.3.6.2.3. Inviting identified members to meet the DSB.

1.8.3.6.2.4. Ensuring the appropriate grade level of DT members when conducting Director screening.

1.8.3.7. ***Outplacement – Completion of Director/Deputy assignment.*** AF/DPS facilitates the member's outplacement:

1.8.3.7.1. Nine months from assignment completion date, the FA/FM community are notified of the need to outplace the member; future process may include a corporate outplacement board.

1.8.3.7.2. Six months from assignment completion date, if no outplacement is identified, the CFDP reviews to identify outplacement opportunities.

1.8.3.7.3. Three months from assignment completion date, if no outplacement is identified, FAs will work with AF/DPS and the MAJCOM to place the member in an overhire billet and continue to work outplacement. Additionally, status of candidates, to include pending rotation dates, will be reviewed at each CFDP off-site.

Section B - Participation

1.9. CAREER MOBILITY. Effective force development depends upon filling high-level positions with highly qualified employees who have a variety of work experiences at various locations throughout the Air Force. These varied experiences provide employees a range of challenges and demands that may not be experienced in a single type of position or at only one installation or organizational level. The career-minded employee should seek such work experiences in more than one location or organization in a life-time career. This depth and breadth of experience may be the factor that makes an employee the best qualified for referral. Employees seeking responsible positions are encouraged to make themselves available for reassignment to fulfill AF mission needs. AFI 36-202, *Civilian Mobility*, provides additional guidance on mobility. Types of mobility include:

1.9.1. **Organizational Mobility.** Organizational mobility is movement between organization levels (e.g., base to MAJCOM); between major subdivisions within an organizational level; between MAJCOMs and comparable organizations or other major subdivisions within the AF; and between the AF and other Components/Agencies with the DoD.

1.9.2. **Functional Mobility.** Functional mobility is movement between specialties or disciplines within a career field or movement across career fields.

1.9.3. **Geographic Mobility.** Each of the above types of developmental mobility may or may not involve geographic mobility, since a variety of assignments are possible within the same geographic area without changing a place of residence. Geographic mobility is a change in permanent duty assignment from one location to another that requires the employee to undergo a PCS.

1.9.4. Mobility Requirements. When a mobility agreement is required, the employee, AFPC/DPI and/or the servicing CPS representative sign a written statement of conditions (see sample mobility agreement at [Attachment 3](#)). The mobility agreement is a condition of employment and must be signed by the employee prior to the assignment or prior to making a final commitment.

1.9.4.1. The following AF positions require mobility as a condition of employment or assignment:

1.9.4.1.1. Reference AFI 36-602, *Civilian Intern Programs*, for details on Intern mobility.

1.9.4.1.2. **Career Broadening and Career Enhancing.** These positions require a mobility agreement as a condition of assignment to ensure the positions are vacated after a specified period and to ensure continuous development of employees.

1.9.4.1.3. **Long-Term Training (LTT).** As part of the application package for an LTT developmental opportunity, an employee may be required to sign an AF wide mobility agreement.

1.9.4.1.4. **Civilian Strategic Leadership Program (CSLP).** As a key leadership development experiential program, CSLP positions are few in number and require movement of the employee upon completion of their tenure in the position to ensure continued flow of employees.

1.9.4.2. **Specific Career Field Positions.** Individual career field chapters may contain further details for their centrally managed positions.

1.10. AIRMAN DEVELOPMENT PLAN (ADP) COMPLETION. Completion of an ADP is essential for career minded employees who aspire to higher responsibilities. Career fields may use ADPs for training nominations and selections, management and leadership development, i.e., career broadening and CDE, assessments, interviews, career counseling, and workforce analysis. Employees complete ADPs through the online ADP tool.

1.10.1. **Applicability.**

1.10.1.1. **Training & Development.** Supervisors identify employees for training and development opportunities, such as tuition assistance, short courses, and management development courses, and assignments.

1.10.1.2. **Management and Leadership Development.** Management and leadership development of the civilian work force is an essential component of long-term mission readiness. The AF Civilian Development Continuum ([Attachment 5](#)) is the corporate prototype to sustain senior level civilian development and prepare high-potential employees for leadership opportunities. These programs prepare the civilian work force to compete for shared leadership positions and provide executive credentialing for high-potential managers. AF-wide nomination and selection criteria are used for AF-wide competitive development programs, as well as civilian developmental education (CDE).

1.10.1.3. **Work Force Analysis & Management Advisory Service.** Career fields utilize ADP data for a variety of work force analysis and reports to senior leadership.

1.10.1.4. **Assessments and Interviews.** Some career fields require ADPs for eligibility for managerial assessments or interviews. These are used as merit criteria and will enhance competitiveness in the rating and ranking process for career field positions.

1.10.2. **Eligible Categories.** The following categories of employees are eligible to complete an ADP:

1.10.2.1. Permanent Air Force full-time, part-time, and intermittent employees serving on a competitive appointment.

1.10.2.2. Permanent Air Force full-time, part-time, and intermittent employees in the excepted service, provided they are eligible for non-competitive conversion to a competitive service appointment.

1.10.2.3. Permanent Air Force full-time, part-time, and intermittent employees in the excepted service who have not held a competitive appointment are eligible to register and are eligible for career field excepted service positions only.

1.10.2.4. Each career field establishes participation eligibility for its centrally managed positions. Employees are eligible to complete an ADP if they meet the prerequisites identified for a particular career field.

1.11. CURRENCY & ACCURACY OF EMPLOYEE DATA. Employees are ultimately responsible for ensuring the accuracy of their data in DCPDS and have a continuing requirement to review their records periodically to make certain their experience, education, awards, etc. are properly documented. Employees are able to use the My Biz Self-Service module to update certain information in their personnel record, to include: licenses, occupational certifications, education, training, work information (phone number, email address, physical work address), home phone number, handicap code, ethnicity and race category, language, and emergency contact information. APDP certifications entered in MyBiz by employees do not update the DCPDS acquisition certification data fields. Employees must complete the following processes for updating acquisition data fields. Updates/changes to an employee's education by the employee will be listed as "Self Certified." For positions which require positive education (a specific degree or 24 hours of related course work), employees are responsible for ensuring their transcripts are on file for review to ensure qualifications are met. Employees can submit education, license, language, occupational certification and experience update requests using Optional Form (OF) 612, Optional Application for Federal Employment, via fax to AFMA/MAH at DSN 665-2937/Commercial 210-565-2937. To facilitate the electronic process, AFMA/MAH requests employees fax them all update requests. This fax cover sheet should be used when submitting update requests. AFMC/AFDW employees can submit these documents through the AFPC/OL who services them. Employees must also complete the following information from Section A on the OF 612 for all update requests: last, first and middle name, social security number, phone numbers, mailing address, phone numbers, and e-mail address, if available. To clarify this is an update request, simply indicate "Record Update" in Job Title in Announcement. In Section I, employees must sign and date the applicant certification. Employees may obtain an OF 612 from the Office of Personnel Management (OPM) website.

1.11.1. **Employee Career Brief.** A career brief is a computer-generated summary of an employee's present and past work experience, education, awards, etc. Career briefs are used for a variety of career field decisions, including selection for positions. Employees should work with the servicing CPS to update and/or correct erroneous data.

1.11.2. **Employee Resume.** Employees may be asked to submit resumes in support of career field and force development processes, such as nominations for training and development, selection/assessment boards, competency assessments, or upon request by selecting officials for competitive referrals.

Section C - Work Force Development

1.12. STRATEGIC PLANNING. CFTs provide assistance and information to the CFM, FM, and FA on the management of the total civilian workforce, including college recruitment, employee development trends, hiring/promotion demographics and career progression. They also oversee the data management of the civilian career fields; develop and conduct studies of internal and external civilian career field trends; perform civilian career field research, analyses, and surveys; and manage the development of civilian strategic and business plans.

1.13. WORK FORCE ANALYSIS. Each FAC defines the criteria and identifies positions to be covered by their respective career field. Career fields determine long-term personnel requirements by identifying the number of AF employees eligible to compete for covered positions and projecting vacancy rates using such data as projected retirement, historical turnover rate, mission changes, or anticipated workload increases. Further analysis of work force composition, as it pertains to specific skill requirements and affirmative employment objectives, assists in determining specific areas for marketing emphasis, targeted recruitment, or training needs.

1.14. LEADERSHIP DEVELOPMENT

1.14.1. **Identification of Exceptional or High Potential Performers.** Centrally-managed career field positions are considered the primary “feeder” positions to CSLP and SES/DISES positions. Career fields may develop procedures to identify exceptional or high potential performers, to include: guiding and monitoring employee training consistent with developmental templates or their career path; assuring employees have gained the training, development, and career growth experiences needed for further advancement; and, arranging career enhancing job rotations, details, and special project assignments. At a minimum, and through the operation of their respective DTs, each career field team will nominate high-potential candidates from within the career field for inclusion in CSLP.

1.14.2. **Developmental Templates.** The AF Civilian Force Development Career Planning Diagram at [Attachment 4](#) and the developmental templates depicted in the individual career field chapters reflect the competencies valued by the Air Force and provide a clear progression model from entry to senior leader levels. While no individual will likely do everything described, these guides are intended as a clearly defined framework within which employees should plan their careers. Supervisors and managers are encouraged to use these tools as well when engaged in mentoring activities or discussing career opportunities with their subordinates.

1.15. AFFIRMATIVE EMPLOYMENT PROGRAM (AEP) PLANNING.

1.15.1. Responsibilities. Each career field should have an AEP plan covering all facets of selection, training, promotion and development opportunities in the career field which it oversees. The AEP plan is a legally mandated continuing affirmative program to promote equal opportunity and to identify and eliminate discriminatory practices and policies. The AEP plan should include analysis, over time, of the centrally-managed positions within the career field to identify and eliminate barriers that hamper the advancement of any individual on the basis of race, national origin, sex or disability. CFTs assist FACs in developing AEP plans and preparing annual progress reports for FAC Chair signature, together with other metrics developed to measure the health of the program. A functional member within each career field team is tasked to regularly brief their DT on progress toward barrier identification and removal. Annual reports should reflect accomplishment in eliminating barriers and ensuring equal employment opportunity. Copies of these reports should be submitted to AF/A1Q, for use in their submission of the required annual MD-715 report on behalf of the Air Force.

Section D - Filling Positions

1.16. GENERAL. The Central Referral Process (CRP) is the primary method used to provide competitive referral certificates used in filling centrally managed positions. If the CPS identifies a need to employ a recruitment method other than through the career field, prior approval by the appropriate career field must be granted. The CPS must use the Career Field-developed Promotion Plans or assessments when filling centrally managed positions. Career fields fill centrally-managed positions using the guidance in AFMAN 36-203, *Staffing Civilian Positions*. Procedures specific to career field operations are outlined below.

1.16.1. **Developing and Validating Merit Promotion Criteria.** Each CFT applies merit promotion criteria to develop promotion plans and assessments used to produce competitive referral certificates. The criteria are developed through the Air Force method of job analysis and become part of each promotion plan. The combined process assures criteria are valid and that the best qualified candidates are referred for consideration and selection.

1.16.2. **Job Analysis.** A job analysis consists of an analysis of a position (or series of like positions) to identify the component Major Job Requirements (MJRs) and the specific job-related criteria needed to perform the MJRs. The specific job-related criteria take the form of Knowledge, Skills and Abilities (KSAs), and may be represented by various competencies and their definitions. Once the skills are identified, they are incorporated into the promotion plan or assessment for the position and arrayed in a fashion that permits the records of all competing candidates to be compared to a series of progressively more demanding criteria. Candidates who most nearly meet these objective criteria will be referred for selection consideration. The official position description, in the form of a core personnel document (COREDOC) or Standard Core Position Description (SCPD), is used as the basis for the job analysis.

1.16.3. Promotion Plan. The promotion plan is the objective statement of position requirements against which candidate experience records are evaluated. It results from job analysis. At a minimum, it must show the position(s) covered, documentation of the minimum qualification standards, selective placement factors (if used), and applicable quality ranking factors (if used). Candidates are rated and ranked utilizing the promotion plan criteria.

1.16.4. Promotion Plan Approval. Each respective career field promotion panel (or equivalent group) is composed of functional representatives with experience in the occupation(s) covered by the career field. In their role as subject matter experts (SMEs) for the career field, they typically design and develop standard AF-wide promotion plans for use in providing competitive referral certificates for centrally managed positions. The Promotion Panel Chair (or DT Chair), together with the appropriate CFT, will validate and approve promotion plans according to OPM requirements and AF guidelines.

1.16.4.1. Promotion Panel Responsibilities. Functional promotion panels or workgroups are responsible for developing Air Force wide merit promotion criteria and plans for centrally managed positions in their career field. They annually review the results of the application of the plans and make adjustments to them to ensure their currency. Over time, they ensure that promotion plans reinforce the technical, business, and leadership competencies outlined in the career field's developmental templates. They also assure that, taken as a whole, promotion plans are logical, consistent, fair, representative of the expectations of the career field, and support corporate force development objectives. The CFTs maintain responsibility for developing promotion criteria and plans for non-centrally managed positions in their individual career fields.

1.16.5. Acquisition Requirements. Each career field promotion panel determines the extent to which promotion plans include relevant acquisition-related requirements. Acquisition corps membership and certification level requirements may be included in promotion plans when needed to meet applicable statutory and/or regulatory requirements. They may also be included in order to achieve the level of professional standards determined to be necessary to ensure public confidence and credibility in the acquisition process.

1.16.6. Acquisition Demonstration Project (AcqDemo). Under the National Defense Authorization Act (NDAA) of FY96 as modified by NDAA FY98, AcqDemo was implemented across DoD in February 1999 with specific authority to re-engineer personnel management practices in order to provide managers increased personnel administration and management flexibilities to better manage the Acquisition, Technology, and Logistics (AT&L) workforce. These flexibilities include delegated and streamlined position classification and assignment processes; a wider range of pay setting; increased candidate availability; linking pay and awards to employee performance and contribution to mission accomplishment; allowed rapid advancement by eliminating cumbersome promotion processes; and expanded training and development opportunities for employees. Refer to Federal Register notice 64 FR 1426 (8 Jan 1999) and NDAA FY96 as amended by NDAA FY98 for more information, or the DoD AcqDemo website at <http://www.acq.osd.mil/dpap/ops/acqdemo.html>.

1.16.7. **Defense Civilian Intelligence Personnel Management System (DCIPS).** DCIPS has special authorities for filling positions, details, promotions, and compensation, although standard career field promotion plans and assessments are used. Refer to AFI 36-1101, *Civilian Intelligence Personnel Management System* for guidance.

1.16.8. **Whole Person Scores.** The use of Whole Person Score (WPS) is addressed in the individual career field chapters.

1.17. METHODS OF FILLING POSITIONS.

1.17.1. **CFT Actions.** Centrally managed positions are filled through both competitive and non-competitive methods. The servicing civilian personnel functional office will issue competitive internal certificates and external referral certificates, when requested, for all centrally managed positions.

1.17.2. **CPS Actions.** The servicing civilian personnel function conducts the fill actions in support of temporary appointments, term appointments, and details. They may also fill encumbered positions upgraded by classification, as defined in [Paragraph 1.20.4](#).

1.17.3. **Exempting Positions from the Career Field Referral Process.** When a special one-time exemption from filling a position through normal career field processes is necessary, the organization will consult with the servicing CPS before submitting a request to exempt the position from the career field's central referral process. The request will be routed through the MAJCOM to the CFT to the appropriate FM or designee for approval. (**NOTE:** Individual career field chapters in this directive may contain further details.)

1.17.4. Non-Competitive Methods.

1.17.4.1. Management Initiated or Directed Assignments. DT Chairs or designees may approve management initiated or directed assignments of qualified employees. (**NOTE:** Individual career field chapters in this directive may contain further details.)

1.17.4.2. Noncompetitive Repromotions. Where an employee, under a permanent appointment, has previously held a permanent grade at or above the grade level of a position being filled the employee may be non-competitively repromoted. However, the appropriate DT Chair must approve all such actions *prior* to extending a commitment to the employee or establishing an effective date for such action.

1.17.5. **Internal Candidates (Competitive).** Eligibility to be considered for internal Air Force competitive service positions is based on the following:

1.17.5.1. Permanent Air Force employees in the competitive service currently serving on a full-time, part-time, or intermittent appointment.

1.17.5.2. Permanent Air Force employees currently serving on a full-time, part-time, or intermittent appointment, in the excepted service who are eligible for non-competitive conversion to a competitive service appointment by virtue of having previously held a position in the competitive service.

1.17.5.2.1. Permanent Air Force employees who are serving on a full-time, part-time, or intermittent appointment in the excepted service, and, who have not previously held a competitive service appointment may only be considered for centrally managed positions in the excepted service (DCIPS positions).

1.17.6. Area of Consideration (Competitive). The normal area of consideration for all centrally managed positions is the current DoD permanent employee workforce. There may be instances; however, in which an expanded area of consideration is warranted:

1.17.6.1. Other Federal Employees. The appropriate FM or designee may approve extending the normal area of consideration to Federal employees external to the DoD. When approved, candidates from external sources must be as well qualified as the internal promotion candidates being referred.

1.17.6.2. Status Applicants. Candidates possessing one or more of the external appointment statuses listed on the AFPC/DPI web site are eligible to apply for external announcements for centrally managed positions.

1.17.6.3. DCIPS/AcqDemo. At the onset of recruitment, DCIPS and AcqDemo positions may be filled either by internal or external candidates. Prior approval is not needed from the CFT, FM or designee.

1.17.6.4. Consistent Ranking Criteria. When internal and external recruitment sources have been exhausted, the CPS/selecting official may return the career program certificate without action and request authority to consider candidates from either the AFPC/DEO or from OPM. The servicing CPS must use the same ranking criteria in evaluating candidates as were used in evaluating internal and external candidates.

1.18. REQUESTING FILL ACTION.

1.18.1. **Clearing the DoD Priority Placement Program (PPP).** When filling centrally managed positions, it is necessary to comply with DoDI 1400.20, *DoD Program for Stability of Civilian Employment*. In the event of a PPP “match”, AFMAN 36-203, *Staffing Civilian Positions*, outlines the specific procedures to be followed.

1.18.2. **Considering Spouse Preference Eligibles.** Similarly, the consideration of candidates entitled to “Spouse Preference” will be in accordance with the specific procedures set forth in AFI 36-203.

1.18.3. **Clearing Career Field Priorities.** In addition to observing all statutory and regulatory placement priorities, individual career fields may also establish procedures for the consideration and placement of certain types of employees in advance of normal methods of filling centrally managed positions. Examples of such career field priorities include: outplacement of employees completing a career broadening assignment; employees completing long term training or other formal training/development programs such as CSLP; DT vector assignment lists; employees who have missed consideration, etc.

1.19. COMPETITIVE FILL PROCESS.

1.19.1. **Areas of Consideration.** Career field covered positions are filled DoD-wide using merit promotion criteria developed by a promotion panel or equivalent group.

1.19.2. **Announcement & Application Process.** CFTs use the announcement and applications procedures set forth in AFMAN 36-203.

1.19.3. Competitive Promotions.

1.19.3.1. **Rating & Ranking Candidates.** Normally, only the best-qualified candidates are referred for selection based upon individual qualifications and position requirements. Career fields may establish minimum referral criteria and valid job-related evaluation criteria that extend beyond the minimum requirements specified by the qualification standard to permit meaningful ranking of eligible candidates.

1.19.4. **Competitive Reassignments and Change to Lower Grade or Pay Band.** These actions use the same process as competitive promotions.

1.19.5. **Referral Certificates.** Referral certificates list qualified candidates.

1.19.6. **Supervisor's Action on Referral Certificates.** When making their selection decisions, supervisors must comply with any pre-approval requirements outlined in succeeding chapters of this directive as they relate to operations within a specific career field.

1.20. FILLING UNIQUE POSITIONS. *See area of consideration paragraph 1.17.6 above.*

1.20.1. **Joint or Unified Command Positions.** Air Force career field teams centrally manage positions in Joint or Unified Commands for which the Air Force is the executive agent. The FM or designee may grant exceptions to this guidance. Referral by the CFT is the sole source of internal and external candidates for permanent fill actions of covered positions. If a staffing need is identified to utilize an OPM or DEU certificate and the career field approves, the CPS/AFPC servicing staffing team requests assistance from the CFT when developing the promotion plan or assessment.

1.20.2. **Excepted Service Positions.** When centrally managed positions in the excepted service become vacant, the CPS must clear priorities and request referral certificates in the same manner as described above for competitive service positions. However, for DCIPS positions, the servicing CPS may simultaneously recruit from outside the Air Force. The selecting supervisor; however, may select a candidate from any source.

1.20.3. **Temporary Promotions.** CPSs may noncompetitively temporarily promote an employee for up to 120 days to a centrally managed position. The CPS must notify the appropriate CFT prior to effecting any such action. Temporary promotion of more than 120 days to a centrally managed position requires competition. The servicing civilian personnel function will announce the position and issue the referral certificate upon receipt of a properly documented RPA. The RPA must identify the area of consideration to be applied to the fill action.

1.20.4. **Position Upgraded by Classification.** When an encumbered position is being upgraded because of accretion of duties, the incumbent is a clear successor, and there are no other employee(s) to whom the duties could have been assigned, the CPS may effect the promotion without competition. Coordination by the appropriate FM or designee is required prior to effecting a noncompetitive promotion. When the position is not a clear successor, or there are other employees to whom the duties could have been assigned, the servicing civilian personnel function will issue a competitive referral certificate for a limited area of consideration as defined by the CPS and IAW AFMAN 36-203, Table 2.1. Such actions may be exempt from PPP. The FM or designee may request a position classification review from AF/A1P.

1.21. MISSED CONSIDERATION FROM A REFERRAL CERTIFICATE. Individuals will receive priority referral if referral consideration was denied due to errors in the DCPDS data base or other administrative errors beyond the candidates' control. See AFMAN 36-203, Table 2.3 for additional information. If the administrative error is discovered prior to a selection from a referral certificate, candidates who missed consideration are referred on a supplemental certificate. If a selection has been made, priority consideration will be granted. Candidates who claim "missed consideration" due to inaccurate skill coding of their experience records are not eligible for supplemental referral or priority consideration. Priority consideration terminates when priority referral is made or 12 months from the date the CFT notifies the employee of priority referral, whichever is earlier.

1.22. PAY SETTING. Detailed pay setting guidance can be found in AFI 36-802, *Pay Setting* or applicable issuances for other pay systems.

1.22.1. Recruitment, Relocation and Retention Incentives (3Rs): When local funds will pay for recruitment or relocation incentive or retention incentive, the CPS will apply the procedures outlined in AFI 36-802, *Pay Setting*.

1.22.2. Centrally Funded Relocation Incentive Program: The centrally funded relocation incentive program is funded, managed and administered by the Air Force Personnel Center's Directorate of Civilian Force Integration (AFPC/DPI). The relocation incentive is specifically designed as a monetary incentive to increase the interest of high quality employees required to PCS to fill positions that are determined to be hard to fill. The relocation incentive applies to DoD Candidates and may be used for competitive fill actions, management reassignments, and non-competitive re-promotions. Approval authority resides with AFPC/DPI. Each incentive paid must be based on a determination that the office having the vacancy would encounter substantial difficulty in filling the position without the incentive. A centrally funded relocation incentive must be requested through the CFT and approved *prior to* initiating the fill action; the approval must be attached to the RPA when submitted for fill/processing. Additionally, the relocation incentive must be approved for the selectee IAW AFI 36-802, *Pay Setting* prior to selectee reporting to new duty station.

1.23. PCS RESTRICTION. Any employee who is serving under a transportation agreement as a result of a Government-sponsored PCS move is restricted from a second PCS move within a 12-month period (JTR Vol 2). The basis of the restriction is the prudence and cost associated with moving an employee twice within a 12 month period. Authority to approve a second PCS move for an employee who has not yet completed 12 months service from a previous move resides with AFPC/DPI because the centralized PCS funds manager resides within AFPC/DPI. If a supervisor selects an employee under such a restriction the supervisor, not the employee, must provide sufficient justification to support a request for waiver. The waiver request must be submitted to the selectee's owning CFT; it must contain justification to provide sufficient detail to establish that the request meets the requirements of the Joint Travel Regulation (JTR Vol 2), in that:

1.23.1. The proposed transfer is in the Government's interest;

1.23.2. An equally qualified employee is not available within the commuting area of the activity concerned; and

1.23.3. The losing activity agrees to the transfer. The CFT will review the request to ensure the information supports the requested waiver and will forward it to the FM or designee for concurrence/non-concurrence and signature. If the FM or designee concurs, the concurrence will state specifically that:

1.23.3.1. The waiver is in the best interests of the career field,

1.23.3.2. The need to select the employee outweighs the additional cost of a second PCS in less than one year, and,

1.23.3.3. That sufficient efforts were made to locate a candidate for the position who would not require a waiver.

1.23.4. If the DT Chair or designee does not concur, the package will be returned to the selecting official advising of the decision. When the DT Chair or designee concurs with the waiver, the package is forwarded to AFPC/DPIF through the AFPC/DPIF Resources office for approval. The PCS waiver for an employee selected for a position covered by the Air Reserve Technician Officer Career Management Program (ARTOCMP) will be submitted through AFRC/A1C for decision.

1.24. PCS FUNDING AND RELOCATION SERVICES:

1.24.1. The gaining CPS will notify the CFT in writing when a selection requires a PCS move. The CFT will notify the AFPC PCS Unit to pay PCS costs of selectees as authorized by the JTR, Volume 2. The Civilian PCS Account will centrally fund:

1.24.1.1. The move of an Air Force employee selected for a CFT managed position, either from a referral certificate or through a management-initiated assignment, where approved in advance by the FM or designee.

1.24.1.2. The move of an individual selected from a certificate if the person is a current Federal employee.

1.24.1.3. The first-duty station move for an external reinstatement eligible applicant for a "hard-to-fill" position (upon CFT request).

1.24.1.4. A return PCS when the Civilian PCS Account funded the move of an employee to an overseas location or U.S. territory, except where the return is through PPP.

1.24.1.5. The return move of an employee who retires overseas when the Civilian PCS Account funded the initial overseas move.

1.24.1.6. Temporary quarters subsistence expense (TQSE) and miscellaneous expenses of an employee returning from another component in an overseas area or a U.S. territory to a stateside CFT managed position, except when effected through PPP.

1.24.2. Contracted relocation services are available to current eligible Federal employees who are required to PCS and need assistance with selling their residence at the old Permanent Duty Station (PDS) and/or finding a residence at the new PDS. Defense Management Review Decision (DMRD) 974, dated 15 December 1992, consolidated all Department of Defense (DoD) relocation services into the DoD National Relocation Program (DNRP). DNRP operates in accordance with a contract with multiple relocation companies. DNRP services currently available are the Destination Services and the Guaranteed Homesale Services (GHS). The U.S. Army Corps of Engineers (USACE) is the DoD Executive Agent. The

National Relocation Program Office (NRPO) located in the USACE Baltimore District Real Estate Division administers the DNRP. The toll-free telephone number is 1-800-344-2501. The DNRP handbook is available at <http://www.nab.usace.army.mil/dnrp/>.

1.24.2.1. Destination Services. Services include home finding for buyers and renters as well as mortgage counseling.

1.24.2.1.1. Call DNRP at toll free 1-800-344-2501 for additional information about the services.

1.24.2.1.2. Destination Services Eligibility: An employee may use Destination Services regardless of whether GHS is used. Destination services are provided at no cost to the Air Force.

1.24.2.2. Guaranteed Homesale Services (GHS). These services include an appraised value offer, home closing, and home marketing assistance. The goal is to obtain a market-based offer - Amended Value (AV) or Buyer Value Option (BVO) – at a price equal to or better than the appraised value offer. The GHS appraised value offer is based on the average of two market value appraisals, if the two appraisal values are within the approved variance of 10%. If the values do not fall within the 10% variance, a third appraisal is ordered. The GHS offer will be the average of the two appraisals or all three if they are equally distant. An employee is required to market the home for at least 60 days from the date of the listing after authorization for DNRP services before the employee can accept the DoD Relocation Contractor GHS offer.

1.24.2.2.1. GHS Eligibility. The program is available to current Federal employees selected for an Air Force Senior Executive Service (SES) or CFT centrally managed position. For General Schedule positions, the supervisor must make a selection at the GS-12 grade level or higher. An employee selected for a position in other appropriated fund pay banding systems is eligible if the final base salary will be set equivalent to GS-12, step 1 or higher. The move must be from one location to another in the United States, (including Alaska and Hawaii), the Canal Zone area, or a U. S. territory or possession (such as Guam). Additionally, an employee who returns from a completed tour of duty from a foreign area to a non-foreign area different than the one from which transferred may be eligible for the program per Joint Travel Regulations (JTR), Volume 2, Chapter 5, Part P, Section 1, Paragraph C5750-D (employees who traveled overseas on a first duty station move and employees who were hired locally overseas are not eligible).

1.24.2.2.2. Application Procedures. An employee who meets the eligibility requirements in [paragraph 1.24.2.2.1](#) above must submit the Relocation Services Request Form – Appendix 1, Addendum to Listing Agreement – Appendix 2, (both from the DNRP Handbook), a copy of the Listing Agreement (if already available), and a copy of the PCS travel order to AFPC/DPIF to start the DNRP process. Applicants may fax the forms to Commercial 210-565-2445 or DSN 665-2445 or e-mail the signed and scanned forms to the AFPC/DPIFS Resources Office workflow inbox afpc.dpiea.resources.office@randolph.af.mil. AFPC/DPIF will review/approve the enrollment application, and forward to the DNRP office for further actions with one of the contractor companies. In turn, a DNRP services counselor will contact the employee and explain the available services.

1.24.2.2.3. Additional Criteria. An employee's residence (former residence for overseas returnees from a foreign area) must meet the requirements under the JTR, Volume 2, Chapter 5, Part P, Paragraph C5750-B. According to DNRP guidelines (DNRP Handbook, Sec. 7, Paragraph IID note), the residence must be the employee's principal residence and cannot be a mobile home, houseboat, or cooperative. The residence must be the place from which the employee regularly (daily) commutes to and from work. The residence must be titled in the name of the employee and/or one or more dependents. In situations involving a divorce or separation, or title held with other than a dependent, contact AFPC/DPIF for further information regarding limited pro rata reimbursement. The maximum home value for which home sale services are payable is \$750,000 per JTR Volume 2, Chapter 5, Part Q1, Paragraph C5810-D. It is DoD policy that an employee is responsible for any additional costs to the contractor relocation company if the home is sold using GHS at a price exceeding \$750,000.

1.24.2.2.4. Enrollment Time Limit. An eligible employee must elect to use GHS at the time the employee accepts the new position in conjunction with the PCS. The employee's option to choose this program expires 45 days from the date all dependents travel and household goods (HHG) are shipped, when delayed dependent travel is authorized, but not to exceed the two-year limit IAW JTR, Volume 2, Chapter 1, Paragraph C1057. Otherwise, the employee's option to choose this program expires 45 days from the date of the personnel action that required the PCS (i.e., SF 50), when no delayed dependent travel is authorized.

1.24.2.2.5. Delayed Use of GHS. An applicant must submit a request for delayed use of the program to AFPC/DPIF within 45 days from the date all dependents travel and household goods (HHG) are shipped, when delayed dependent travel is authorized, but not to exceed the two-year limit IAW JTR, Volume 2, Chapter 1, Paragraph C1057. Otherwise, when no delayed dependent travel is authorized, an applicant must submit a request for delayed use of the program within 45 days of the effective date of the personnel action that required the PCS (i.e., SF 50). Submit the request to AFPC/DPIF, and specifically explain the reason(s) for requesting the delay (such as, serious illness or death of immediate family member or employee, children in school, and/or intervening TDY/training). Requests must include a copy of PCS orders and all amendments plus any documentation that supports the request.

1.24.2.2.6. Listing the Property. DoD requires that an eligible employee who elects to use GHS must market the home for sixty (60) days (from date of listing) prior to accepting the GHS offer. The listing agreement must include an exclusion clause to allow the employee to cancel the agreement without incurring a broker's commission should the employee elect to accept the appraised value offer. The clause also permits the employee to assign an offer to the contractor relocation company to relieve them of the responsibility of closing the sale with the buyer.

1.24.2.2.7. Home Marketing Incentive Payment (HMIP). An employee who is authorized a PCS and who meets GHS eligibility requirements may be authorized the Home Marketing Incentive Payment (HMIP). To qualify for the HMIP, an employee must: 1) enter the residence in GHS; 2) independently and aggressively market the residence; 3) find a bona fide buyer for the residence as a result of independent marketing efforts; 4) transfer the residence to the contractor relocation company

through which the buyer completes the sale. Upon completion of these requirements, the Air Force ordering-authorizing or authenticating official will issue the employee an HMIP payout based on the sale price of the residence. In accordance with JTR, Vol 2, Chapter 5, Part Q, Paragraph C5849, the maximum HMIP may not exceed the least of a) five percent (5%), b) \$10,000 or c) one half the savings realized from the reduced fee paid to the relocation contractor as a result of the employee finding a bona fide buyer with whom the sale is closed. If no savings are realized, a home marketing incentive may not be paid.

1.24.2.2.8. Alternative to the JTR. GHS provides an employee with an alternative to the direct method of reimbursement authorized when an employee sells a home at a former duty station coincident with a PCS. It provides an employee with an opportunity to accept "fair market value" for the home, relieves the employee from having to sell the home, and eliminates the lengthy process of requesting and receiving reimbursement for expenses under the JTR.

1.24.2.2.9. Group Move GHS Services. AF/A1PA will approve GHS services for group moves on a case-by-case basis. Group moves include, but are not limited to, transfers of function, realignments, reorganizations, or transfers unrelated to base closure, even if the employees do not move at the same time.

1.24.2.2.10. BRAC Moves. BRAC funds cover the cost of civilian PCS moves from bases closing or realigning as a result of a recommendation directed in the Defense Base Closure and Realignment Commission report. This includes centrally managed moves from closing bases and transfer of function moves. In addition, BRAC funds cover GHS costs for Air Force employees moving to centrally managed positions within the United States and its territories or possessions as a result of BRAC.

1.24.2.3. Property Management Services. An employee transferring to a centrally managed position assigned in a foreign area, who meets the eligibility requirements in **paragraph 1.24.2.2.1**, is eligible for Property Management (PM) services. An employee can self procure PM services through a rental agency and be reimbursed up to 10 percent of the monthly rent in accordance with the JTR, Volume 2, Chapter 5, Part Q1, Paragraph C5815-B2. The Air Force ordering-authorizing or authenticating official may approve PM services. An employee who elects to use PM services may later sell the residence within the applicable time limits in accordance with JTR Volume 2, Chapter 5, Part P, Paragraph C5750-C. However, an employee may not use GHS pursuant to the same PCS orders. The reimbursement amount an employee receives for the sale of a residence may not exceed the maximum amount allowed in Part P, Paragraph C5756-B1 less the amount paid for PM services. If the amount paid for PM services equals/exceeds the maximum amount allowed in Paragraph C5756-B1, then no reimbursement is allowed for the residence sale.

Section E - Training and Development

1.25. ADMINISTRATIVE RESPONSIBILITIES.

1.25.1. Career Field Teams (CFTs) - CFTs centrally administer managerial/leadership training and development for career field employees and interns. This training and development includes selected career broadening and career enhancing assignments, job rotation, short and long-term training, management and executive seminars, education, and self-improvement activities intended to systematically develop employees for filling Air Force positions of increased responsibility.

1.25.2. Local Base Training Offices retain the responsibility for funding and administering tactical level training, such as that required for job proficiency.

1.25.3. CFT Training & Development Course Listing. The AFPC/DPI Leadership Development office updates the AFPC website with courses offered, nomination due dates, specific eligibility criteria, and application procedures for all training and development opportunities offered by the CFTs.

1.26. MASTER DEVELOPMENT PLAN (MDP). Each career field develops a MDP for its career families. It serves as a guide to current or future job-related experience, training, and education important for highly successful performance and career progression. The MDP covers suggested entry-level training and development, special projects, cross-training, career broadening assignments, active participation in professional associations, including certification and licenses, etc. Each MDP also includes recommended training and experiences important for developing technical and managerial competencies required by executive-level positions. The MDP should be the basis for all training requirements and the development of formal training plans. Contact the individual CFTs and/or the CFTs website for individual MDPs.

1.27. CAREER PATHS. CFTs develop and maintain career planning diagrams which represent specific progression possibilities from entry level positions up to career positions at the Secretary of the Air Force level. Individual career field chapters may contain specific career planning diagrams, or refer to the AF career planning diagram at [Attachment 4](#).

1.28. FUNDING. The AF centrally funds key training and development opportunities for career fields. AF/A1P is the program element manager for all AF civilian training funds, and they provide AFPC with budget authority for their programs. AFPC/DPI Resource section submits budgets and financial plans based on requirements developed by individual CFTs as well as the needs of other centrally managed programs. CFTs and other centrally managed programs prioritize their training requirements and submit their requests through AFPC/DPIF, who processes those requests, pays training providers, and tracks overall training funds.

1.29. CONTINUED SERVICE AGREEMENT (CSA). A CSA is required for any training over 80 hours duration with a minimum payback of three times the length of training. Refer to AFI 36-401, *Employee Training and Development*, for specific guidance. AFPC/DPI will initiate a CSA for all employees who attend training over 80 hours that is funded or managed by CFTs. The employee is required to sign and return the CSA to AFPC/DPI prior to class start date.

1.30. REPAYMENT OF TRAINING FUNDS. Employees who fail to attend or successfully complete scheduled training due to circumstances within their control must reimburse the Air Force for all training costs (excluding salary) associated with their attendance. The final training approval authority (AFPC/DPI) may waive this requirement in whole, or in part, based on the employee's justification.

1.31. SELECTION PROCEDURES. Based on AF guidance and competitive selection procedures, each career field develops procedures to select employees for both short-term (less than 120 days) and long-term (over 120 days) training.

1.32. EXECUTIVE AND MANAGEMENT DEVELOPMENT. Based on AF guidance and merit promotion guidelines, career fields develop and implement a process to identify and develop exceptional employees to meet future needs for executives and managers, using some or all of the programs addressed in Section F of this guide. Due to the strategic importance and the investment of resources to develop Air Force managers and executives, the Civilian Force Development Panel (CFDP) will meet twice annually to monitor and discuss development and experiential programs to ensure that DT selection processes are providing the highest quality candidates into these programs. In addition, the CFDP will track DT outplacement efforts and intervene when necessary to effect outplacement assignments consistent with corporate needs and DT vectors. While these will not be “forced” placements into MAJCOM-owned billets, CFDP members and senior functional leaders may utilize influence within their communities to assist in placing these highly trained candidates who have been vetted and selected using competitive boarding procedures. Proactive placement results in “win-win” for both the gaining organization and the enterprise as these corporately developed leaders move on to challenging positions and the Air Force realizes force development ROI.

1.33. LONG-TERM TRAINING (LTT). Long-term training is full-time, in-residence, off-the-job training that consists of more than 120 consecutive duty days accomplished either in government or non-government facilities. The intent of LTT is to develop selected employees in order to keep the AF abreast of professional, managerial, technical and scientific achievements. Available programs include, but are not limited to, those offered through Civilian Developmental Education (CDE), (i.e., Professional Military Education or PME, fellowships and specific college graduate programs). They may also include attendance at the Air Force Institute of Technology (AFIT) graduate programs, Education With Industry (EWI), or programs tailored to the specific needs of a career field.

1.34. CIVILIAN DEVELOPMENTAL EDUCATION (CDE). Most long term civilian education and development is offered through CDE (AFI 36-2301, *Developmental Education*). CDE includes long-term academic programs at major universities, experiential programs such as the DoD Executive Leadership Development Program, the Excellence in Government Fellows and RAND Fellowships, PME, and Executive Development Programs. PME includes both Intermediate and Senior Service Schools. TDY costs for CDE employees are centrally funded. Salaries of individuals selected for LTT through CDE are funded through the Central Salary Account, enabling management to fill behind the selectee during the period of LTT. All eligible AF employees may apply for these programs.

1.34.1. **Competitive Selection.** Nominations for CDE are solicited in the spring of each year. Employees must submit an AF Form 4059, *Air Force Civilian Competitive Development Nomination*, or electronic nomination form, signed by their supervisor and endorsed by their wing commander (or equivalent with senior rater authority) or the first SES/general officer in their chain of command. The DT is responsible for recommending specific courses, rank-ordering applicants for various programs, and providing meaningful outplacement assignments upon graduation. Nominees are then evaluated by a board comprised of senior executives/general officers representing the various functional communities, who rate candidates for selection and determine which courses or development opportunities selectees will attend. The Developmental Education Designation Board (DEDB) approves selections.

1.34.2. **Continued Service Agreement (CSA).** A CSA is required for all CDE programs and courses. Employees sign the Air Force CSA, Attachment 11 of AFI 36-401. The continued service period does not begin until the first duty day following completion of the program or course. The standard service commitments for CDE are as follows:

1.34.2.1. Short-term Executive Development – 1 year

1.34.2.2. Long-term programs less than \$40,000 – 3 years

1.34.2.3. Long-term programs between \$40,000 and \$59,999 – 4 years

1.34.2.4. Long-term programs \$60,000 or more - 5 years

1.34.3. **LTT Follow-on Assignment.** Employees attending LTT through CDE are expected to move to positions that best utilize their newly acquired skills and meet the mission needs of the Air Force. The endorsing official on the AF Form 4059, or electronic nomination form, recommends an appropriate follow-on assignment which is either validated by the DT or the DT will recommend an optional outplacement assignment. The career field team and DT are responsible for outplacement of the employee. Refer to AFI 36-2640, chapter 3, for specific outplacement guidance.

1.35. TUITION ASSISTANCE (TA). Tuition assistance is funding for tuition and course-related fees for accredited college and university courses taken either during duty or non-duty hours. It is distinguished from long-term training that is defined as training during duty hours of over 120 consecutive days. The following outlines Air Force guidance on administration of the program for Air Force civilian CFT eligibles in both acquisition and non-acquisition related fields.

1.35.1. **Civilian Tuition Assistance Program (CTAP).** CTAP was implemented in October 1999 as an Air Force quality of life priority. This guidance is designed to ensure standardization and provide equity for all employees. Interns, such as PALACE Acquire and COPPER CAP are covered under AFI 36-602, *Civilian Intern Programs*, and are not subject to the CTAP guidance. CTAP guidance is found in AFI 36-401 Chapter 9. CTAP differs from training because employees rather than management identify requirements, choice, share in the cost, and attend on a voluntary off-duty basis. Normally, TA is not provided for courses at the post-masters level or at a level lower or equal to a degree already attained.

1.35.2. Acquisition Tuition Assistance. Tuition assistance (TA) for personnel assigned to Acquisition Personnel Development Program (APDP) coded positions is funded by acquisition funds to meet education requirements under the Defense Acquisition Work Force Improvement Act (DAWIA) and not subject to CTAP guidance. AFPC/DPI administers an automated TA system for all acquisition employees IAW SAF/AQXD policy.

1.35.3. Mission-Related. All courses for which TA is requested must be related to the job or the mission of the organization, must improve individual or organizational performance and must assist an agency in achieving its mission or performance goals by improving employee skills. CFTs determine whether courses are mission or job-related. Mission related education does not include courses in religion, art, physical education, music philosophy, literature or history (except for the Historian CFT). Courses in written and oral communication, business ethics and values, math, and business management are appropriate.

1.35.4. Tuition and Fees. Under CTAP guidance, CFTs use a standard rate of 75% of tuition costs not to exceed \$187.50 per semester hour or \$124.50 per quarter hour and is limited to \$3500 per fiscal year. Table 188 codes “NTU” for undergraduate and “BTG” for graduate are used for documentation. Servicing training offices should also use these codes to record CTAP completions in the Defense Civilian Personnel Data System (DCPDS). Individual program managers for each CFT have the flexibility to establish a lower standard annual rate based on the total number of employees who have identified CTAP requirements and available funds. The Air Force does not pay for non-instructional costs (i.e. books, health insurance, registration, athletic fees, library, parking, food, housing, laundry, etc.), but may fund laboratory and other course related fees. Purchase of supplies is the personal responsibility of each employee. Costs for vicinity travel are not funded. TA is not provided, in whole or in part, for courses for which the employee is receiving other federal or state tuition subsidies such as Veterans Administration educational benefits, scholarships or grants, etc. CTAP limits apply to all sources of money; other government organizations cannot cover the remaining 25% of tuition costs. Funding is limited and submission of a mission-related request for TA does not mean automatic approval. Employees should not attend any classes until CFTs have approved funding documents.

1.35.5. Eligibility. CFTs may fund eligible permanent appropriated-fund employees under the CTAP and AFPC/DPI administers the program. TA for all other employees is administered by servicing training offices, regardless of funding source.

1.35.6. Examination Fees. CFTs do not pay for examination costs, professional certification fees, or charges related to accrediting work or life experiences. Specifically, TA is not used for the costs of the College Level Examination Program (CLEP), Graduate Management Admissions Test (GMAT), Graduate Records Examination (GRE), Law School Admission Test (LSAT), Medical College Admissions Test (MCAT), Standard Achievement Test (SAT), or Admissions College Test (ACT) examinations, nor is it appropriate to use TA to transfer credits from one institution to another. For qualified acquisition employees, Defense Activity for Non-Traditional Education Support (DANTES) testing is provided free of charge.

1.35.7. Dual Compensation. The law (5 U.S.C. 1781) governing veterans' educational assistance prohibits the payment of an educational assistance allowance to an employee who is attending training paid for under the Government Employees Training Act (GETA) and whose full salary is paid while in training. The Veterans Affairs agency considers an employee as being in a full salary status while in training when he or she is a part or full time employee receiving full salary payment during the calendar period in which the training occurs. Such an employee would be subject to the prohibition described above, regardless of whether the training occurs during duty hours or after duty hours.

1.35.8. How to apply for Tuition Assistance.

1.35.8.1. SF 182, *Authorization, Agreement and Certification of Training*. To apply for TA, an employee must submit an SF 182 with Block 4, *home address with nine-digit zip code*, completed, to the immediate supervisor for signature in Section D - Approvals Blocks 1a thru 1e prior to the course start date. Section D - Approvals Blocks 2a thru 2e and 3a thru 3e are to be left blank for authorization by the CFT manager and training officer. In addition to the SF 182, the following is required to make a complete training package:

1.35.8.1.1. A course description for each class, copied from the course catalog or website

1.35.8.1.2. A signed TA agreement. The agreement can be obtained from the CFT

1.35.8.2. Submission to AFPC/DPI. Submit SF 182 with attachments directly to the CFT by the dates established. All correspondence must include last four digits of nominee's Social Security Account Number (SSAN). Each CFT makes final selections and notifications. Funding is often limited and submission of a request for TA does not mean automatic approval.

1.35.8.3. Application Dates. Nominations are to reach AFPC/DPI (individual CFTs) by the dates specified. If additional funds become available later in the fiscal year, a CFT may make an additional TA call. Applications received after the suspense dates are considered as funds are available. Questions should be directed to the CFT.

1.35.8.3.1. Employees should not attend the course without prior approval (funded SF 182, Section E - Approval/Concurrence is signed)

1.35.9. Procedures. The following rules must be followed in order to retain funding. Failure to comply will result in nonpayment of tuition, termination from the tuition assistance program, and no additional funding.

1.35.9.1. Courses must be completed by the date in Section B - Training Course Data, block 4 of the SF 182. If circumstances require a deviation from the dates listed, notify the CFT immediately via fax or email.

1.35.9.2. If a deviation from the approved course list (Section B - Training Course Data, Blocks 2a and 2b on the SF 182) is required, request approval from the CFT before starting the course. Changes to the approved course list must be accomplished in writing to the CFT. TA is paid only for courses approved by the CFT in advance of registration or class start date.

1.35.9.3. Employee pays for a course taken when approval to enroll in the course was not granted by the CFT prior to course start date.

1.35.9.4. Employee pays for any CFT funded course when:

1.35.9.4.1. Course is dropped.

1.35.9.4.2. Employee withdraws from a course.

1.35.9.4.3. Employee does not complete a course.

1.35.9.4.4. Employee does not make a "C" or higher in an undergraduate course.

1.35.9.4.5. Employee does not make a "B" or higher in a graduate course.

1.35.9.5. Grade Requirements. A copy of grades (fax acceptable) must be sent to the CFT upon completion of each course. Delay in providing a grade report delays the funding of current enrollment or delays payment of tuition charges billed to the CFT. The employee is responsible for maintaining academic standing, and for satisfactorily completing approved courses. Satisfactory completion requires a minimum grade of "C" for undergraduate level courses and a minimum grade of "B" for graduate level courses.

1.35.9.6. When unable to attend courses, the employee must call the CFT immediately in order to allow the CFT to make those funds available elsewhere.

1.35.9.7. Employees must present SF 182(s), approved by the CFT, to the institution at the time of enrollment for the institution to use in billing the CFT directly.

1.36. INTERN PROGRAMS. AFI 36-602, *Civilian Intern Programs*, addresses the various intern programs (i.e., COPPER CAP, PALACE Acquire, etc.), and the methods and procedures for recruiting, selecting, training, evaluating, promoting, and separating CFTs interns.

Section F - Acquisition Professional Development Program (APDP)

1.37. CONCEPT. The Defense Acquisition Work Force Improvement Act (DAWIA), November 1990, provided centralized management and professional development, education, training, and career opportunities to the acquisition work force. In order to maintain the highest professional standards among acquisition work force members, requirements in education, training and experience were established for every type of acquisition position. The requirements are listed in AFI 63-101, Chap 5, *Acquisition Workforce Management and Professional Development* and AFI 36-1301 (DODD5000.52), *Management of Acquisition Key Leadership Positions*. Specific information may be found on the SAF/AQ APDP web site.

1.38. CAREER FIELD TEAM (CFT) ROLES. The Acquisition-related CFTs within AFPC/DPI are responsible for ensuring DAWIA and DoD requirements are considered in the competitive processes for centrally managed acquisition positions; performing quality reviews of records of employees certified to ensure consistency across command lines; and answering or resolving questions concerning creditable experience or training. CFTs must ensure the legal requirements of DAWIA are met when filling acquisition positions. DAWIA requirements that must be met for acquisition positions to include the appropriate APDP certification level in the correct functional discipline, Acquisition Corps membership for critical acquisition positions, and statutory requirements for Key Leadership Positions. DT Chairs may require CFT review of waiver requests prior to submission to the Director of Acquisition Career Management (DACM).

Section G - Grievances and Complaints

1.39. PROCESSING. All complaints (other than EEO complaints), grievances, and appeals concerning career field issues must be submitted to and reviewed by the local servicing civilian personnel function for regulatory compliance and guidance. Those from non-bargaining unit employees concerning career field issues are referred to the appropriate CFT for action. The CFT Chief makes the final decision, if he or she has the authority to adjust the matter. If not, they refer the grievance or complaint to the appropriate career field official with authority at a higher organizational level than any person involved or having a direct interest in the matter. Bargaining unit employees must follow the local negotiated grievance procedure, if one exists, to request review of decisions related to the career fields. EEO complaints regarding administration of career field issues are to be handled in accordance with AFPD 36-27, *Equal Opportunity (EO)* and AFI 36-2706, *Military Equal Opportunity (MEO) Program*.

1.40. SETTLEMENT OF DISPUTES. Settlement negotiations in a local dispute involving a career field's policies or positions must receive the coordination and approval of the career field's DT Chair and the Director, AFPC/DPI, prior to finalizing the agreement. Settlement agreements without this required approval are not binding on the career field. This includes the placement of an individual into a centrally managed position as part of the settlement agreement. If such action occurs without the prior approval of the career field, the CPS will be required to reverse the action, unless they subsequently obtain approval from the DT Chair.

Section H - Program Evaluation

1.41. PERIODIC EVALUATION. Periodic evaluation is accomplished by functional chiefs or managers and each career field Functional Advisory Council. Self-evaluation by AFPC/DPI and CFTs is based on an analysis of progress in meeting stated career field Functional Advisory Council objectives, to include defining customer requirements, analyzing performance of work processes, and implementing measures to streamline and continuously improve personnel management servicing.

1.42. OVERSEAS EMPLOYMENT. See AFMAN 36-204, *Overseas Employment*, for complete information on overseas employment and return placement programs as they relate to employees in centrally managed positions.

Chapter 2

PROGRAM MANAGEMENT CAREER FIELD MANAGEMENT PROGRAM

2.1. FUNCTIONAL ADVISORY COUNCIL (FAC) STRUCTURE. The Program Management Career Field Management Program (PMCFMP) Advisory Council provides oversight of the program management workforce. The Advisory Council addresses force development and career field management initiatives and issues impacting the entire program management career field. This includes ensuring the workforce is being developed in a manner to produce effective leaders through planned development activities, and ensuring career paths are clear and compatible with opportunities and the needs of the Air Force. The PMCFMP Career Field Team (AFPC/DPIBG) and Military Assignments Team (AFPC/DPASA) present workforce issues for resolution through the Career Field Manager.

2.1.1. ADVISORY COUCNIL COMPOSITION

2.1.1.1. Co-Chaired by the Deputy Assistant Secretary of the Air Force for Acquisition Integration, SAF/AQX, or a delegated representative

2.1.1.2. Co-Chaired by the Executive Director, Headquarters Air Force Materiel Command, AFMC/CA

2.1.1.3. Executive Director, Air Force Space Command, AFSPC/CA

2.1.1.4. Executive Directors of the major Product Centers

2.1.1.5. Executive Director of an Air Logistics Center

2.1.1.6. Deputy Director, Intelligence and Requirements, Air Force Material Command, AFMC/A2/5 Director, Acquisition Career Management, SAF/AQXD

2.1.1.7. Other SES/General Officer PMCFMP representatives the Functional Manager or Co-Chairs determine appropriate

2.1.1.8. Career Field Team (CFT) Chief (nonvoting, executive secretary).

2.1.2. EXECUTIVE PANELS. The Advisory Council may establish ad hoc panels to formulate various enhancement and development initiatives, identify concerns, and provide recommendations. Senior acquisition personnel from across the Air Force, with support from the CFT, participate on the panels.

2.2. CIVILIAN DEVELOPMENT TEAMS (DTs). The Functional Manager establishes development teams to provide and execute education, training, and experience vectors to foster development of employees in the PMCFMP. Two permanent DTs are established:

2.2.1. Senior Level. The PMCFMP Advisory Council serves as the Senior Level DT and vectors GS-14/15 and equivalent employees. This team also assesses candidates for Air Force-wide competitive development programs.

2.2.2. Intermediate Level. A panel composed of GS-15 and equivalent members designated by respective PMCFMP Advisory Council members vectors GS-13 and equivalent employees who meet the technical breadth and depth anchors. This team is chaired by the Career Field Manager, SAF/AQXD, or designee.

2.3. CENTRALIZED CAREER FIELD REFERRAL. An individual must meet the requirements imposed by the Defense Acquisition Workforce Improvement Act (DAWIA) for assignment to an Acquisition-coded position. Only eligible members of the Acquisition Corps can fill Critical Acquisition Positions (CAP). The CFT screens Acquisition Corps eligibility in identifying candidates for CAP positions. Candidates are also required to meet or be able to meet the Acquisition Professional Development Program's (APDP) certification requirements of the position within 24 months of assignment. Further detail on APDP requirements is in [Chapter 1, Section G](#).

2.3.1. Sources of Candidates. The PMCFMP centralized referral process is the primary source for internal and external candidates for centrally-managed positions. Consistent with DoD issuances, external sources, in addition to Air Force candidates, are referred to fill covered positions in Joint or Unified Commands, where Air Force is the executive agent.

2.3.2. Standardized Air Force-wide Promotion Plans. Standardized Air Force-wide Promotion Plans are used in filling all centrally-managed positions. These plans may use professional credentials as quality ranking/referral factors for promotion and competitive reassignment. The Advisory Council approves the credentials and weighting used in the Promotion Plans.

2.4. MANAGEMENT INITIATED RE-ASSIGNMENTS (MIRs). To foster geographic mobility and broadening of the PMCFMP workforce, MIRs within the career field are locally approved. MIRs into centrally managed positions from outside the career field must meet predetermined PMCFMP requirements. CFM approval is required for all waivers, through the CFT.

2.5. LEADERSHIP DEVELOPMENT. Refer to [Section 1.14](#) for information on Leadership Development.

2.6. TRAINING & DEVELOPMENT. The CFT sponsors/administers training and education classes and programs.

2.6.1. Formal Training. The PMCFMP sponsors training courses to satisfy Continuing Learning and Training guidance and further managerial and executive development. On-site management and leadership courses are sponsored where there is a highly concentrated interest and need. Long-term training and development opportunities may require the individual to sign a mobility agreement so that the trainee can be out-placed to an available PMCP position at the completion of training.

2.6.2. Tuition Assistance. APDP offers tuition assistance to individuals on APDP-coded positions attending accredited universities. The APDP tuition assistance guidance is not subject to the Civilian Tuition assistance Program (CTAP).

2.6.3. Career Broadening. The PMCFMP will administer centrally managed career broadening positions through the CFT, subject to CFM and Advisory Council guidance. When selected for assignment to a career broadening position, the career broadener will serve a period of two to three years, followed by an assignment to a position that may or may not be at their original location. Individuals selected for career broadening positions must sign a mobility agreement prior to final selection.

2.6.3.1. Filling Career Broadening Positions. The organization receiving the position will submit a proposed position description, organizational chart, functional statement, and developmental plan to the CFT for review before forwarding to AFMA for classification. Normally, career broadening positions will be filled based on DT vectors. A competitive procedure may be used to fill career broadening positions, and may include reassignment, change-to-lower-grade, or temporary promotion.

2.6.4. Master Development Plan/Developmental Template. The PMCFMP develops and maintains a Career Field Education and Training Plan (CFETP) and career paths to guide individuals toward the experience, education, and training important for successful performance and career progression. The Career Paths recommend education and self-development activities, acquisition certification levels, desired training, and typical assignments for entry-level, mid-level, and senior-level acquisition/program managers. Career Paths may be found on the Program Management Career Field Force Development web page.

2.7. CENTRALLY MANAGED POSITIONS. PMCFMP centrally manages all Air Force civilian acquisition / program manager positions GS-1101-13 through GS-1101-15, NH-III through IV, and equivalent positions in other personnel systems. These positions include APDP career category coded 'A' (program management) and Career Field ID coded 'R' (program management).

2.7.1. Program Management Duties. The 1101 series is the appropriate classification for all Acquisition / Program Manager positions. General Schedule (GS) Standard Core Personnel Documents (SCPDs) describing most of the Air Force civilian acquisition program management positions are available in the AFPC SCPD Library. The following titling practices are prescribed by the PMCFMP.

2.7.1.1. Acquisition Program Manager. Restricted to the designated program manager responsible for managing one or more defense acquisition programs (ACAT I, II or III) comprised of weapons systems, subsystems, end-items, and/or services and related activities throughout the life cycle. Incumbent has fundamental responsibility for, and authority to accomplish program objectives for, development, production, and sustainment to meet the user's operational needs, and is accountable for credible cost, schedule, performance and risk.

2.7.1.2. Deputy Acquisition Program Manager. Restricted to the designated deputy acquisition program manager of one or more defense acquisition programs (ACAT I, II or III). The deputy shares the full scope of responsibility as the designated Program Manager and possesses the same authority and prerogatives. The deputy is responsible with the Director in planning, directing, integrating, and executing all aspects of the assigned program(s) within cost, schedule, performance and/or system supportability requirements.

2.7.1.3. **Acquisition Manager.** These positions 1) Support the designated Acquisition Program Manager by independently managing a single or specified group of acquisition projects or programs involving application of current and emerging technologies and business practices to deliver capabilities to the war fighter, 2) Develop, implement, and control the acquisition strategy, including contractual, financial, and technical aspects, through the applicable phases of the acquisition cycle, and 3) Analyze internal and external issues impacting cost, schedule, and performance, and develop and implement solutions to problems. Acquisition Managers also include staff positions at Center, MAJCOM, and HAF levels that provide technical guidance for life cycle management and support for processes related to acquisition projects or programs.

2.7.1.4. **Program Executive Officer (PEO) / Deputy PEO.** PEOs are responsible for executive management of assigned portfolios and ensure collaboration across the Integrated Life Cycle Management framework. They are responsible for, and have authority to, accomplish, portfolio / program objectives for development, production, and sustainment to meet warfighters' operational needs.

2.8. Key Program Management (KPM) Positions and Administration. AFI 36-1301, *Management of Acquisition Key Leadership Positions*, provides guidance for managing KLPs. This instruction also describes the roles and responsibilities of Air Force Personnel Assignment/Employment Teams, and other participants in the assignments to and management of KLPs.

Chapter 3

CIVIL ENGINEER CAREER FIELD MANAGEMENT PROGRAM (CECFMP)

3.1. FUNCTIONAL ADVISORY COUNCIL (FAC) STRUCTURE.

3.1.1. The council will consist of the following members:

3.1.1.1. Deputy Civil Engineer, AF/A7C2, or designee, Chair.

3.1.1.2. Senior functional specialist, Air Force Center for Engineering and Environment (AFCEE), or designee.

3.1.1.3. Senior functional equivalent, Air Force Real Property Agency (AFRPA).

3.1.1.4. Senior functional specialist, Air Force Civil Engineer Support Agency (AFCESA), or designee.

3.1.1.5. Senior functional representative, each MAJCOM, or designee.

3.1.1.6. Senior Civilians from ANG, AFRC, SOCOM, AFISR Agency or designees (non-voting members).

3.1.1.7. Members appointed by the Chair to achieve cultural and professional diversity

3.1.2. The Council will also be comprised of the following nonvoting members:

3.1.2.1. Career Field Team (CFT) Chief (executive secretary).

3.1.2.2. Career Field Manager (CFM)

3.2. EXECUTIVE PANELS. The Functional Advisory Council (FAC) will be supported also by the following interdisciplinary panels: Force Renewal Panel, Strategic Communications Panel, and other ad hoc study groups as determined necessary by the Chair. The Chair will appoint chairpersons from the FAC membership to the panels and study groups and will approve the appointment of membership recommended by the Chairpersons. Panel membership is not restricted to Council members. In addition to the panels, there is an Executive Functional Advisory Group comprised of the Senior Executive Service members of the Functional Advisory Council, the senior civilian from each MAJCOM, the Panel Chairs (as required) and the CECFT Chief. They are charged with guiding the Functional Advisory Council Chair on key issues and initiatives.

3.3. CENTRALLY MANAGED POSITIONS. The CECFMP will cover permanent full-time competitive service appropriated fund positions, except Air Reserve Technician positions, in occupational series and at grade levels indicated as shown on the AFPC website, Civilian Force Management page under the Civilian Engineer Tab.

3.4. CAREER MOBILITY. See [Chapter 1, paragraph 1.9](#).

3.5. MANAGEMENT INITIATED ASSIGNMENTS.

3.5.1. Management initiated reassignments to centrally managed positions require prior approval if the reassignment involves movement from a non-supervisory to a supervisory position, from a non-centrally managed to a centrally managed position, a Permanent Change of Station (PCS) move, movement from installation level to a MAJCOM or FOA, or placement into a flight chief position. The Functional Advisory Council Chair must approve all GS-14/15 equivalent noncompetitive management initiated assignments. The CFT Chief may approve management-initiated assignments at GS-13 and equivalent grade level and below. Gaining and losing MAJCOM Functional Advisory Council representative coordination is required for assignments outside the control of the requesting official, for all GS-14/15 and equivalent positions, and for all assignments requiring a PCS move. (See the AFPC website, Civilian Force Management page under the Civilian Engineer Tab for sample management reassignment package.)

3.5.2. Approval must be obtained prior to making any commitment to the employees or establishment of an effective date.

3.6. LEADERSHIP DEVELOPMENT. Refer to [Chapter 1 Section 1.14](#) for information on Leadership Development. See the AFPC website, Civilian Force Management Section, Civilian Engineer Tab for information concerning professional credentials.

3.7. TRAINING & DEVELOPMENT. The CECFMP will emphasize a structured approach with careful planning to accommodate both the career aspirations of CECFMP employees and the best interests of the Air Force. (also refer to [Chapter 1 Section E](#))

3.7.1. The primary goal is to provide highly qualified personnel with the required knowledges, skills, abilities and experience in a broad cross-section of the disciplines within the career field.

3.7.2. The FAC will develop procedures to accommodate and encourage cross-training between career disciplines.

3.8. CAREER PATHS AND CAREER PROGRESSION MODELS. The CECFMP Career Path Pyramid reflects normal entry at base level, either through an intern program, Office of Personnel Management (OPM) certification, or a locally administered hiring process. Individuals advance through progressively more complex assignments, which may include career broadening assignments in other functional areas or rotational training assignments at the mid-management level. See the AFPC website, Civilian Force Management page under the Civilian Engineer Tab for the CE Career Path Pyramid and career progression models for various CE occupational series.

3.9. PROFESSIONAL CERTIFICATION. Professional Engineer (PE) or Registered Architect (RA) designation may be required for certain CECFT engineering positions. For example, positions responsible for making final determination on structures and facilities design computations that affect public safety or positions involving private sector engineering and architectural services where registration is essential to gain the full confidence and respect and to achieve cooperation on critical engineering issues may require professional registration. These requirements may be waived if approved by the Functional Advisory Council Chair. Requests for waiver must be submitted through the servicing CPS and CECFT Chief. See the AFPC website, Civilian Force Management page under the Civilian Engineer Tab for specific situations/categories of positions.

3.10. COMPETITIVE REFERRAL PROCESS. When filling GS-15 and equivalent positions, the CFT will notify the Functional Advisory Council Chair upon issuance of certificate. The selecting official must coordinate the final selection with the Functional Advisory Council Chair prior to making any commitment to the employee or establishment of an effective date.

3.11. POSITION CONVERSION. For GS positions the CFT Chief may approve requests to establish positions as developmental up to the GS-13 level with coordination with the MAJCOM Functional Advisory Council Representative.

Chapter 4

FORCE SUPPORT CAREER FIELD MANAGEMENT PROGRAM (FSCFMP)

4.1. DEVELOPMENT TEAM. (DT) STRUCTURE. Team structure will be established by DT Chair and published annually.

4.2. INTERMEDIATE DEVELOPMENT TEAM. The FSCFMP DT Chair may appoint an advisory panel, as required, to assist in implementing, and maintaining career field and/or functional guidance in reviewing employee records for steady-state vectoring, training opportunities and related career development opportunities. Selected FSCFMP members or senior management officials will chair the advisory panels. Members represent the corporate Air Force and will be comprised of FSCF-wide senior leaders; membership may be further designated to senior leaders within a specific functional community.

4.3. PROGRAM OBJECTIVES. The FSCFMP DT has responsibility for establishing objectives that have FSCF-wide applicability. Objectives must be compatible with and easily incorporated into existing individual panel operational objectives.

4.4. CENTRALLY MANAGED POSITIONS. The FSCFMP is responsible for managing six functional communities (hereafter referred to as “Panels”): Civilian/Military Personnel Panel (C/MPP), Education Services Panel (ESP), Family Matters Panel (FMP), Instructional Systems Panel (ISP), Manpower Panel (MRP), and Services Panel (SVP). Centrally managed positions for each Panel are identified in [Figure 4.1](#). The FSCF Team (AFPC/DPIBH) acts as the advocate and serves as trusted agent for the functional communities, with responsibility for key management advisory services for senior leaders, managers, and employees. In addition, the FSCF Team maintains approved promotion plans and job analysis templates, manages the Palace Acquire Intern training programs, and oversees functional implementation of the civilian CONOPS at tactical, operational, and strategic levels.

Figure 4.1. Centrally Managed Positions.

AIR STAFF, MAJCOM, FOA-LEVEL				
<u>Rule</u>	<u>If position is (at)</u>	<u>And grade/band is</u>	<u>And series is</u>	<u>Mobility Requirement</u>
1	Force Support positions located at HAF, MAJCOM, FOAs	GS-12, 13, 14, 15 (or equiv)	0030, 0050, 0201, 0301, 1101, 1410, 1701	GS-12, 13: Not applicable GS-14/15: Condition of selection
2	Force Support Career Field Team Branch Chief	GS-14 (or equiv)	0301	Condition of selection
3	Force Support Career Field Team Functionalist	GS-12, 13 (or equiv)	0301, 1701	Condition of selection
4	Child and Youth Specialist at FOA	GS-11 (or equiv)	1701	Not applicable
5	Airman and Family Readiness positions at HAF	GS-12, 13, 14 (or equiv)	0101	GS-12, 13: Not applicable GS-14: Condition of selection
6	Family Readiness positions at MAJCOM	GS-11,12,13,14 (or equiv)	0101	Not applicable
7	Mortuary Affairs positions at Air Force Mortuary Affairs Operations, Dover (AFMAO) AFB, DE	GS-11, 12, 13, 14, 15 (or equiv)	0050	GS-11, 12, 13: Not applicable GS-14, 15: Condition of selection
8	Human Resources Specialist at HAF, MAJCOM, FOAs	GS-12, 13, 14 (or equiv)	0201	GS-12, 13: Not applicable GS-14: Condition of selection
9	Human Resources Specialist at National Guard Bureau, Pentagon	GS-13,14, 15 (or equiv)	0201	Condition of selection
10	Human Resources Specialist at AU or Eaker College for Professional Development (ECPD), Maxwell AFB, AL	GS-12,13, 14 (or equiv)	0201	Condition of Selection
11	Human Resources Specialist at AF Civilian Appellate Review Agency, AFPSI, AFAA	GS-12,13, 14, 15 (or equiv)	0201	Condition of selection
12	Supervisory Force Development Management Specialist, Supervisory Program Management Specialist (AFPC/DPI Director & Division Chiefs)	GS-15 (or equiv)	0301	Condition of selection

AIR STAFF, MAJCOM, FOA-LEVEL				
<u>Rule</u>	<u>If position is (at)</u>	<u>And grade/band is</u>	<u>And series is</u>	<u>Mobility Requirement</u>
13	Certain Instructional Systems Specialist positions at HQ or CMD level outside AETC (check with FSCF Team)	GS-12, 13, 14, 15 (or equiv)	1750	GS-12: Not applicable GS-13 & above: Condition of selection
14	Director of Education (HAF or MAJCOM)	GS-13, 14, 15 (or equiv)	1740	Not applicable
15	Sexual Assault Program Managers HAF, MAJCOM, FOAs	GS-12, 13, 14 (or equiv)	101	Not applicable
16	Management analyst/Industrial Engineer in functional account code 108X; in functional account code 1420 or 1430 and organization & function code are CA when duties are substantially in support of Manpower; located in a Joint or Unified Command and organization & function code are CA where AF is the Executive Agent	GS-11, 12, 13, 14, 15 (or equiv)	0301, 0343, 0896	GS-11,12,13,14: Not applicable GS-14,15: Condition of selection
INSTALLATION LEADERSHIP				
17	Deputy Director for Installation Support Group	GS-14 (or equiv)	0301	Condition of selection (3-year maximum assignment duration)
18	Force Support Director/Deputy Director	GS-12, 13, 14, 15 (or equiv)	0301	Condition of selection
19	Director/Deputy Director of Personnel; Manpower and Personnel; or Manpower, Personnel & Services	GS-12, 13,14, 15 (or equiv)	0301	Condition of selection
20	Force Support Operations Officer	GS-12, 13, 14 (or equiv)	0301	Condition of selection
21	Airman and Family Services Flight Chief	GS-9,11,12,13 (or equiv)	0101, 1701	Condition of selection
22	Force Support Community Services Flight Chief	GS-11, 12, 13 (or equiv)	1101, 0301	Condition of selection
23	Force Support Sustainment Services Flight Chief	GS-11, 12, 13, (or equiv)	1101, 0301	Condition of selection
24	FSS Manpower & Personnel Flight Chief	GS-11, 12, 13 (or equiv)	0301	Condition of selection

AIR STAFF, MAJCOM, FOA-LEVEL				
<u>Rule</u>	<u>If position is (at)</u>	<u>And grade/band is</u>	<u>And series is</u>	<u>Mobility Requirement</u>
25	FSS Force Development Flight Chief	GS-12, 13 (or equiv)	0301,1703	Condition of selection
INSTALLATION ELEMENT/ACTIVITY-LEVEL				
26	Services Deputy and Directors at USAFE GSUs and AFRC locations	GS-11, 12, 13 (or equiv)	0301	Not applicable
27	Mortuary Affairs	GS-11, 12, 13, 14, 15 (or equiv)	0050	GS-11, 12, 13: Not applicable GS-14, 15: Condition of selection
28	Airman & Family Readiness Chief, Lead Work/Life Consultant, and Work/Life Consultant positions	GS-11, 12, 13 (or equiv)	0101	Not applicable
29	Human Resources Specialist (Military), all locations. Positions must be in support of active duty forces	GS-12, 13, 14, 15 (or equiv)	0201	GS-12,13: Not applicable GS-14,15: Condition of selection
30	Civilian Personnel Officer/Asst Civilian Personnel Officer, Director/Deputy Director of Personnel	GS-11, 12, 13, 14, 15 (or equiv)	0201	Condition of selection
31	NAF Human Resources Officer (in Services or Force Support Squadron)	GS-11, 12, 13, 14, 15 (or equiv)	0201	GS-11,12,13: Not applicable GS-14,15: Condition of selection
32	Open Mess Manager/Assistant Manager	GS-11, 12, 13, 14 (or equiv)	1101	Not applicable
33	Fitness Director	GS-09, 10, 11, 12 (or equiv)	0030	Not applicable
34	Marketing Director	GS-11, 12, 13, 14 (or equiv)	1101	Not applicable
35	Human Resources Specialist at Installation-Level	GS-12, 13, 14 (or equiv)	0201	GS-12, 13: Not applicable GS-14: Condition of selection
36	Sexual Assault Response Coordinator (SARC) positions	GS-12, 13 (or equiv)	0101, 0185	Not applicable
37	EE Specialist, EE Manager	GS-12, 13, 14, 15 (or equiv)	0260	GS-12,13: Not applicable GS-14,15: Condition of selection
38	Child Development Director/Assistant	GS-09, 11, 12 (or equiv)	1701	Not applicable

AIR STAFF, MAJCOM, FOA-LEVEL				
<u>Rule</u>	<u>If position is (at)</u>	<u>And grade/band is</u>	<u>And series is</u>	<u>Mobility Requirement</u>
39	Guidance Counselor, Installation Test Control Manager	GS-09,11 (or equiv)	1740	Not applicable
40	Instructional Systems Specialist (located in AETC with org & functional code TTY)	GS-11, 12, 13, 14, 15 (or equiv)	1750	GS-11, 12: Not applicable GS-13 &: Condition of selection
41	Education and Training Chief, Education Specialist	GS-11, 12, 13 (or equiv)	1740	Not applicable
42	Force Support Resource Management Section Chief	GS 11, 12 (or equiv)	0501	Condition of selection
OTHER				
43	Career Broadening positions (FSCF Team, Deputy MSS, etc.)	GS-11,12, 13, 14 (or equiv)	0301	Condition of selection (30-month maximum assignment duration)
44	Other positions, as determined by the FSCFMP	GS-13, 14, 15 (or equiv)	0301	Condition of selection
45	Management analyst/ Industrial Engineer in functional account code 108X; in functional account code 1420 or 1430 and organization & function code are CA when duties are substantially in support of Manpower; located in a Joint or Unified Command and organization & function code are CA where AF is the Executive Agent	GS-11, 12, 13, 14, 15 (or equiv)	0301, 0343, 0896	GS-11,12,13,14: Not applicable GS-14,15: Condition of selection
46	Librarian (at all levels)	GS-11, 12, 13, 14 (or equiv)	1410	Not applicable

4.5. FORCE SUPPORT SQUADRON (FSS) LEADERSHIP, AND AFMC CENTER DIRECTORS. Career field policy to fill FSS leadership positions (Directors, Deputies, Operations Officers) and AFMC Center Directors will be reviewed annually by the Summer DT and published.

4.6. CAREER BROADENING POSITIONS. Refer to [Chapter 1 Section A, para 1.8](#) for general information on the AF Career Broadening Program. Career Field guidance will be reviewed annually by the Summer DT and published.

4.7. CAREER MOBILITY. All centrally managed GS 15/YA/YC-3/or equivalent positions in the FSCFMP, regardless of series/occupation, have a mobility requirement. Individuals selected for these positions must sign a mobility agreement as a condition of selection.

4.8. "HARD-TO-FILL" POSITIONS. When a centrally managed position is categorized as "hard-to-fill," the FSCF Team will work with the selecting official to recommend additional recruitment options. This may include using external recruitment sources or issuing multiple grade/band-level referral certificates.

4.9. RESTRUCTURING POSITIONS. Normally, all centrally managed positions are filled at the target grade. Supervisors/managers wishing to restructure a position one grade/band lower than the target grade/band must obtain approval from the Force Support Functional Manager through the FSCF Team prior to submission of the RPA.

4.10. EXTERNAL FILLS. Career Field guidance will be reviewed annually by the Summer DT and published. When opening FSS positions to "status candidates", "DoD/OPM Interchange Agreement" status shall be included so that eligible FSS NAF employees are able to apply.

4.11. MANAGEMENT INITIATED ASSIGNMENTS. Career Field guidance will be reviewed annually by the Summer DT and published.

4.12. TRAINING & DEVELOPMENT. The FSCF Team will centrally fund and administer selected short-term training courses designed to satisfy leadership, managerial, and executive needs. Other types of training will be determined/funded at the local level.

4.13. CAREER PATH. The FSCFMP Leadership Model Career Path may be found at [Figure 4.2](#).

4.14. NON-APPROPRIATED FUND (NAF) FORCE SUPPORT CAREER FIELD MANAGEMENT PROGRAM.

4.14.1. Position Coverage. The NAF FSCFMP will centrally manage positions in Pay Band IV and above as identified by the FSCFMP Policy Council.

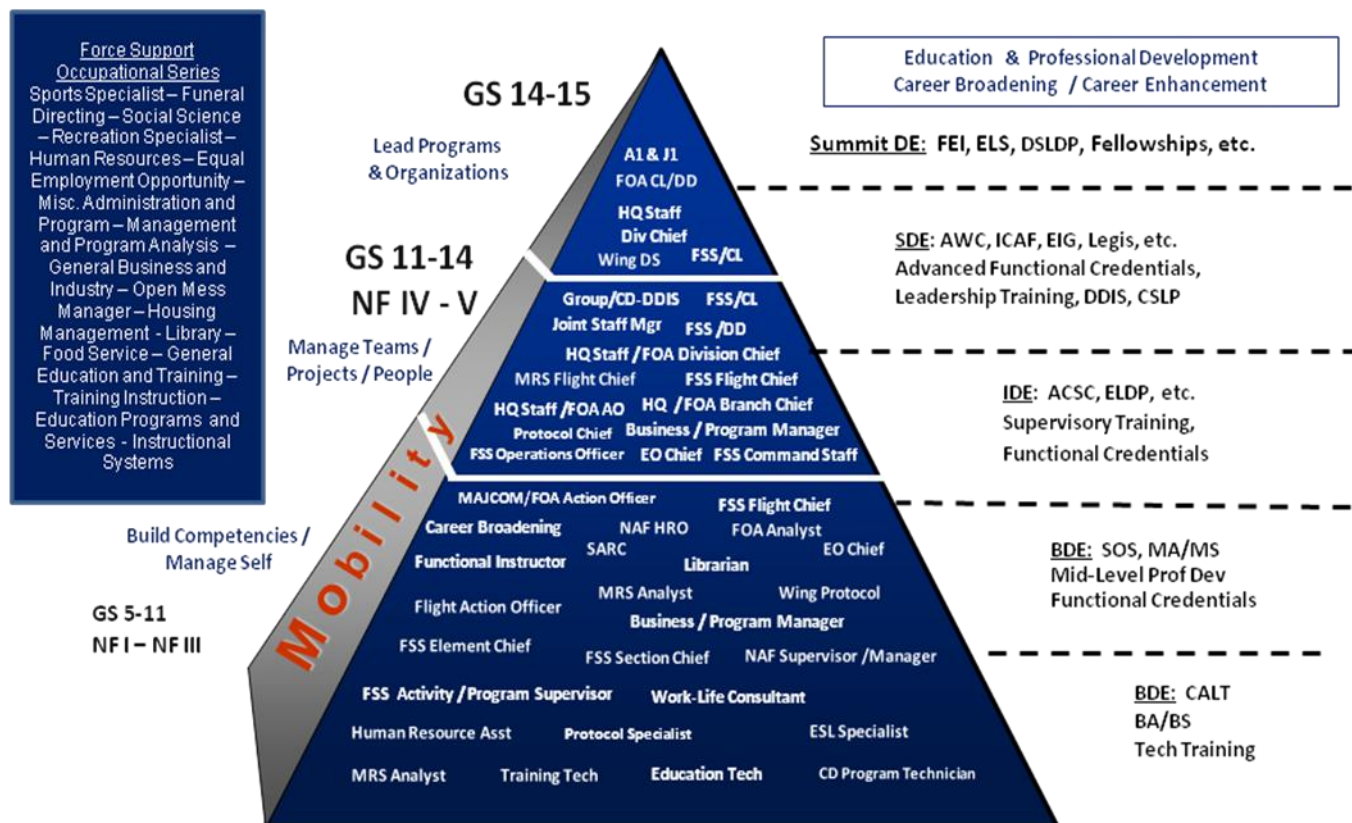
4.14.2. Registration. Candidates may obtain application packets for NAF FSCP positions from the FSCFMP NAF Team at AFPC/DPIBH.

4.14.2.1. Registration Eligibility. Current non-appropriated fund and appropriated fund employees, military personnel within six (6) months of separation or retirement, and non-Federal employees may apply.

4.14.2.2. Training and Development. Employees may compete for training opportunities if they currently occupy an FSCFMP centrally managed position and meet specific course requirements. Employees should send training requests through their immediate supervisor to the FSCF Team.

4.14.2.3. Referral Certificate Transmission. The FSCFMP NAF Team will send referral certificates to the servicing Human Resources Office (HRO) for forwarding to the selecting official.

Figure 4.2. Force Support Career Field Leadership Path.

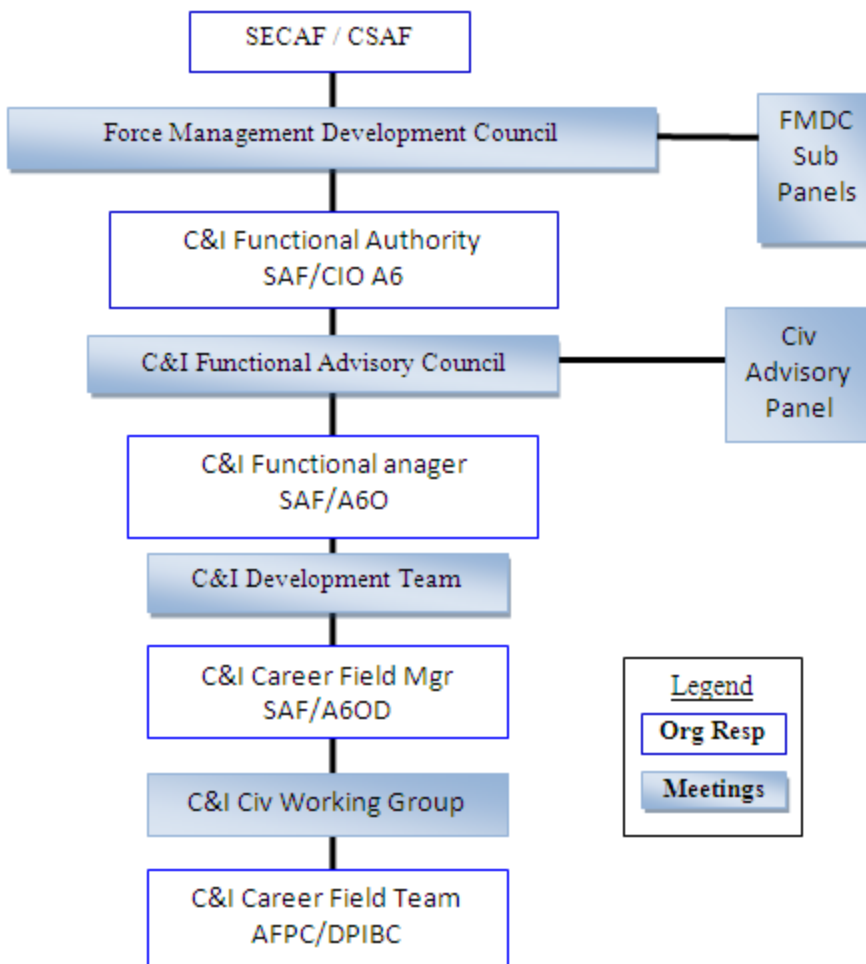


Chapter 5

COMMUNICATIONS & INFORMATION CAREER FIELD MANAGEMENT PROGRAM (CICFMP)

5.1. Governance Structure. The Communications and Information (C&I) Career Field accomplishes force development through the Air Force (AF) governance structure as defined in AFI 36-2640, *Executing Total Force Development*. The figure below depicts the overall AF construct and the underlying C&I specific forums and organizational responsibilities. Highlights from AFI 36-2640 as well as further clarification for C&I unique structures are described in the sections below.

Figure 5.1. Force Management and Development Governance Structure.



5.1.1. Force Management and Development Council and Sub-panels. The Force Management and Development Council (FMDC) is chaired by the Vice Chief of Staff. This forum provides an institutional perspective and makes strategic recommendations on AF-wide force management and development issues. The FMDC also has supporting Officer, Enlisted and Civilian Development Panels as well as an Air Force Learning Council and

Emerging Issues Panel. As the C&I Functional Authority, SAF/A6 CIO is a member of the FMDC. As the senior civilian within SAF/A6, the A6 deputy is a member of the Civilian Force Development Panel.

5.1.2. C&I Functional Authority. The C&I Functional Authority (SAF/A6 CIO) is appointed by the Secretary of the Air Force and provides oversight and functional advisory services related to the C&I community.

5.1.3. C&I Functional Advisory Council. The C&I Functional Advisory Council (FAC) is chaired by the Functional Authority (FA) and provides guidance in areas of institutional civilian, officer and enlisted force management and development guidance. This council is primarily made up of MAJCOM A6s. Additionally, the FAC provides institutional force management and development recommendations allowing the identification of requirements to support programmatic decisions and providing senior leader guidance regarding the focus and subject matter of Air Force programs designed to recruit, develop and retain a total force.

5.1.4. C&I Civilian Advisory Panel. The C&I Civilian Advisory Panel (CAP) is chaired by SAF/A6-2. This senior civilian panel provides input to the C&I FAC and prepares civilian issues for FAC discussion and decisions. The C&I CAP will meet at least quarterly in advance of the C&I FAC. Many of these senior civilians also participate in portions of the annual C&I Civilian Working Groups described below.

5.1.4.1. Positions Management Working Group (PMWG): The PMWG deliberately manages AF C&I civilian force structure through the development of guidance, strategies, and other actions for recommendation to the CAP to ensure a current and future workforce capable of delivering air, space and cyber superiority.

5.1.4.2. Civilian Education and Training Working Group (E&TWG): provides strategic oversight as it pertains to C&I civilian force development—how the AF develops and trains the C&I civilian force. It deliberately develops AF C&I civilians in support of Total Force Development and consistent with AF development strategies. The panel develops guidance, strategies, and other actions for recommendation to the CAP to ensure a current and future workforce capable of delivering air and space superiority.

5.1.4.3. Recruitment and On-ramping Working Group (R&OWG): works directly with the CICFT to identify and manage C&I intern programs and to identify participants for inclusion into AF and career field level programs.

5.1.5. C&I Functional Manager. The C&I Functional Manager (FM) (SAF/A6O) is designated by the C&I FA and provides day-to-day management responsibility of the C&I functional community. The FM is responsible for ensuring the specialties are equipped, developed and sustain to provide AF capabilities as defined in AFI 36-2640.

5.1.6. C&I Development Team. The C&I Development Team (DT) is chaired by the FM or designee and provides oversight of military and civilian leadership positions and the leadership development process of military officers and civilian employees. This team is made up of C&I career field general officers, senior executive service civilians and MAJCOM/A6 representation. It provides oversight through career vectoring, identifying appropriate outplacement from Developmental Education (DE), Career Broadening, and other special programs and/or assignments.

5.1.7. C&I Career Field Manager (CFM). The C&I Career Field Management (CFM) (SAF/A6OD) responsibilities are split into officer, enlisted and civilian duties. The CFM(s) shall be appointed by the FA and are responsible for implementing policies, providing central oversight for education, training and accessions.

5.1.8. C&I Civilian Working Group. The Civilian Working Group (CWG) is a working level forum consisting of representation from the MAJCOM/DRU/FOA A6 organizations. Formed December 2008, this group of seasoned C&I civilians from A6 staffs works with the C&I Force Development team to tackle hot-topic issues and downward directed tasking. The group holds monthly (or as necessary) teleconferences and an annual conference.

5.1.9. C&I Career Field Team. The Air Force Personnel Center's (AFPC/DPIBC) C&I Career Field Team (CICFT) serves as the "front-line" in executing force development policies. Supporting the C&I community leadership, they manage the DT covering Civilian Development Education (CDE), Squadron Director Program, Outplacement and Vectoring. The CICFT provides career enhancing opportunities by managing the career broadening program by working with selecting officials to identify, establish and fill C&I positions across the Air Force. This team also develops future leaders through the Palace Acquire Internship Program and provides educational opportunities via the annual Tuition Assistance Program (TAP). The CICFT also administers SAF/A6O guidance with respect to centrally managed C&I positions. This includes providing determinations on external hiring, management reassignments, overseas extensions and relocation bonuses. The CICFT Roadshows communicate current workforce status and way ahead for career planning activities. The CICFT completes record reviews for career counseling and many other inquiries to serve the members of the C&I career program.

5.2. Position Coverage. The CICFT is responsible implementing the policies and guidance for all C&I centrally managed positions. Centrally Managed positions are typically supervisory and managerial positions. In general, centrally managed positions are defined at the GS-12 (Supervisory) and all higher grade levels. There are cases where GS-9 or 11 nonsupervisory are categorized as centrally managed. It's recommended that the CICFT be contacted for verification.

5.3. Career Mobility. In addition to the mobility requirements identified in [Chapter 1, paragraph 1.9](#), select GS-14's and all GS-15 positions designated by the C&I Civilian Advisory Panel (CAP) will require mobility. Acceptance to internships, career broadening, and LTT programs will require a mobility agreement.

5.4. Staffing Positions:

5.4.1. External Candidates. For external recruitment of centrally managed positions an organization must have prior approval before submitting the request for personnel action (RPA). Exceptions to pre-authorization are limited to positions in a joint command, hardto-fill, or highcostof-living areas where Air Force is the executive agent.

5.4.2. Management Reassignments. The organization must submit a request for management reassignments for all centrally managed positions. The request must be submitted in writing to the CICFT for approval prior to submitting the RPA. The request must include the name of the employee, the position, and the rationale for the movement.

5.4.3. Interview Panels: For centrally managed positions selecting officials will conduct interviews by panel. A panel should consist of no less than three individuals. All panel members must be at least one grade higher than the interviewee. To the greatest extent possible representation should provide a balance in gender and race.

5.4.4. By-Name Requests (BNR). The organization must submit a request for BNR for all centrally managed positions. The request must be submitted in writing to the CICFT for approval prior to submitting the RPA. The request must include the name of the employee, the position, and the rationale.

5.4.5. Restructuring Positions. Approval to restructure a centrally managed position requires CICFT concurrence. Restructuring a centrally managed to noncentrally managed requires submission of the position description to AFMA classification. Restructuring a centrally managed position to non-centrally managed removes eligibility for CICFT managed programs and career program PCS funding.

5.4.6. Permanent Change of Station (PCS). PCS costs will be paid for all centrally managed positions (subject to availability of funds). PCS statements must be included on all job announcements when applicable.

5.4.7. Relocation Bonus. A relocation bonus can be used for competitive fill actions, management reassignments, and non-competitive promotions that are determined hardtofill and highcostof-living areas for centrally managed positions (subject to available funds). Organizations must obtain CICFT approval prior to submitting the RPA. Relocation bonus statements must be included on all job announcements when applicable.

5.5. Training & Development:

5.5.1. Determining Course Offerings. The CICFT will propose and coordinate the course offerings as determined by C&I Force Development objectives and policies.

5.5.2. Selection Criteria. The selection of all training is based on Development Team (DT) policies, recommendations, career field experience and any specific training requirements.

5.5.3. On-site Courses. The CICFT schedules courses in areas of high concentration of interest and need. These courses are generally hosted at Air Force installations or metropolitan areas where the concentration of C&I personnel is high.

5.5.4. Tuition Assistance (TA). CICFT will offer tuition assistance to eligible centrally managed personnel who may apply for part-time undergraduate (Bachelor) or part-time graduate (Master) studies. TA does not fund the cost of registration, books or fees. Personnel should contact the CICFT Tuition Assistance Administrator for additional information.

5.5.5. Acquisition Certification Requirements. The Air Force, through Defense Acquisition University (DAU), provides the training required for you to meet mandatory position certification requirements and to advance in an acquisition specialty. Acquisition certification requirements are published in the Defense Acquisition University Course Catalog.

5.6. Career Broadening (CB) Program. Refer to **Chapter 1** for general information on the AF career broadening program. Career broadening opportunities beginning at the GS-12 level. The assignments are normally no more than 30 months in length providing broadening experience in a varied set of opportunities (AF, joint, Career Program, etc.).

5.6.1. The CICFT will accept applications, annually, for career broadening positions. The C&I DT will determine the eligibility of the applicants for CB opportunities. The CICFT Development Team (DT) will facilitate interviews and selections with the designated organization.

5.7. Palace Acquire Intern (PAQ) Program. The CICFT is responsible for the recruitment, development, and training of all C&I PAQ interns. The Palace Acquire Intern Program is governed by AFI 36-602. Personnel should contact the CICFT PAQ Administrator for program specifics.

Figure 5.2. Comm and Info Centrally Managed Occupational Series.

SERIES	GRADES	TITLE
0301	12*-15	Comm-Computer Systems Mgr/Spec
2210	12*-15	Information Technology Specialist
0391	11*-15	Telecommunications Mgr/Spec
1001	11*-15	Gen Arts and Information Admin/Mgr (only Visual Information Admin within the 1001 series)
1084	11*-15	Visual Information Specialist/Officer
0854	12*-15	Computer Engineer (shared series)
0855	12*-15	Electronics Engineer (shared series)
1515	12*-15	Operational Research Analyst (shared series)
1550	12*-15	Computer Scientist (shared series)
0341	09-15	Administrative Officer
0342	09-15	Support Services Admin
0343	09-15	Management and Program Analysis
0301	09-15	Miscellaneous Admin and Program Series (shared series)
0343	09-15	Management and Program Analysis Series (shared series)
MAJCOMS and FOAs may request non-supervisory GS -12 positions for centrally managed positions in series 2210, 0301, 0854, 0855, 1515, 1520, and 1515		
MAJCOMs and FOAs may also request non-supervisory GS-11 and 12 positions for program coverage in job series 0391, 1001, and 1084.		
*Positions are limited to supervisory codes 1,2,3,4		

Chapter 6

CONTRACTING CAREER FIELD MANAGEMENT PROGRAM (CCFMP)

6.1. DEVELOPMENT TEAM STRUCTURE. The Contracting Development Team (DT) includes oversight of the civilian and military contracting and contracting-supporting workforce. This team is chartered to develop our workforce to meet deliberate Air Force requirements. The joint oversight of the workforce includes ensuring that quality individuals are being identified and encouraged to make careers in the Air Force, ensuring the workforce is being developed in a manner to produce effective leaders through planned development activities, and ensuring career paths are clear and compatible with opportunities and with the needs of the Air Force. The DT also addresses career management initiatives and issues impacting the entire contracting career field. The DT is chaired by the Deputy Assistant Secretary for Acquisition, SAF/AQC, Senior Executive Service members, the Contracting Career Field Manager, and senior military leaders from across the Air Force. Two permanent DTs are established.

6.1.1. Senior Level: The DT vectors GS-14/15 and equivalent employees. This team also assesses candidates for Senior Developmental Education programs.

6.1.2. Intermediate Level: The DT vectors GS-12/13 and equivalent employees. This team also assesses candidates for Intermediate Developmental Education.

6.2. CENTRALLY MANAGED POSITIONS. The CCFMP centrally manages positions in both primary occupational series and shared occupational series. Primary series positions are those performing contracting, contractor industrial relations, or industrial property management duties. Shared series positions are those performing duties at least 50% of the time in direct support of contracting (at least 50% of the position's duties/skill codes must be contracting duties).

6.2.1. Primary Series Positions. These are positions in occupational series 1102, and 1103 (see [Figure 6.1](#)). All grade 12 through 15 positions (or equivalent payband) in these series are centrally managed.

6.2.2. Shared Series Positions. These are positions in occupational series 0301 and 1101 (see [Figure 6.1](#)). In determining whether a position in one of these OCSRS is centrally managed, local supervisors and CPS staffs must consider: position title, pay plan, OCSRS, grade, functional account code (FAC), skills codes, and duties. The CCFMP will centrally manage all grade 12 through 15 (and equivalent) positions in these shared occupational series when the skills coding on the position reflects that the incumbent performs duties in direct support of contracting at least 50% of the time.

6.2.3. Restructuring Positions: Contact the CCFT at AFPC for guidance regarding the appropriate approval authority for restructuring positions.

Figure 6.1. Centrally Managed Positions.

<u>SERIES</u>	<u>TITLE</u>
0301	Various Titles
1101	Various Titles (General Business/Contractor Relations Specialist)
1102	Contract Negotiator Contract Administrator Contract Price/Cost Analyst Contract Specialist (Parenthetical Titles: Negotiations/Administration/Termination/Price Analyst/Cost Analyst/Procurement Analyst) Procurement Analyst Contract Termination Specialist
1103	Industrial Property Management Specialist

6.3. MANAGEMENT INITIATED ASSIGNMENTS. A CCFMP position may be filled by management-initiated/directed reassignment or management-approved voluntary change to lower grade without prior approval from the CCFMP chief when the proposed action meets the following criteria.

- 6.3.1. The candidate is currently occupying or has occupied a centrally managed position.
- 6.3.2. The candidate meets all qualification and other requirements of the position.
- 6.3.3. There will be no CFMP-funded PCS or relocation services associated with the assignment.

6.4. TRAINING & DEVELOPMENT.

6.4.1. **Acquisition Professional Development Program (APDP).** All positions in the 1102 and 1103 series must be APDP coded. See [Chapter 1](#), Section G for specific DAWIA requirements. The APDP functional manager for these requirements is SAF/AQC with the point of contact in SAF/AQCX.

6.4.2. **Career Broadening (CB) Program.** Career broadeners are generally selected from the pool of individuals vectored by the Contracting Development Team (DT) for a career broadening or cross-functional career broadening opportunity. Career Broadeners may also be selected from a job announcement. As CB vacancies occur, vectored individuals or those that self nominate are generally interviewed by a DT panel. Specific career broadening assignments are developed based upon the individual career broadener development need as well as needs of the Air Force.

6.4.3. Tuition Assistance (for Non-Acquisition coded positions). The CCFMP Tuition Assistance program policies and procedures are posted on the CCFMP website. Significant points are that the CCFMP may fund coursework that is lower than the employee's highest level of post secondary achievement if the coursework is being taken to meet statutory requirements to qualify for lateral or upward movement in the 1102 occupational series. The CCFMP will not fund coursework that is creditable toward a second master's degree or a doctorate's degree unless that coursework is being taken for the reason stated immediately above.

6.4.4. Long Term Training (LTT). The CCFMP will support LTT opportunities offered under the Civilian Career Development Program, the Defense Senior Leadership Development Program (DSLDP), and other programs deemed appropriate by the Contracting Development Team. Employees participating in these programs will not be referred for reassignment or change-to-lower grade consideration until the first of the month in which the program ends. A participant selected for a centrally managed position during the program period may report for duty only after completion of the program.

6.4.5. Other Training Opportunities. The CCFMP will also participate in short-term training and development programs such as the OPM Management Development Center courses.

6.5. EXTERNAL FILLS. Selecting officials who request external announcements must also announce internally.

6.6. WHOLE PERSON SCORES. The use of the Whole Person Score (WPS), also known as Quality Ranking Criteria, is not utilized by the Contracting Career field for referral purposes.

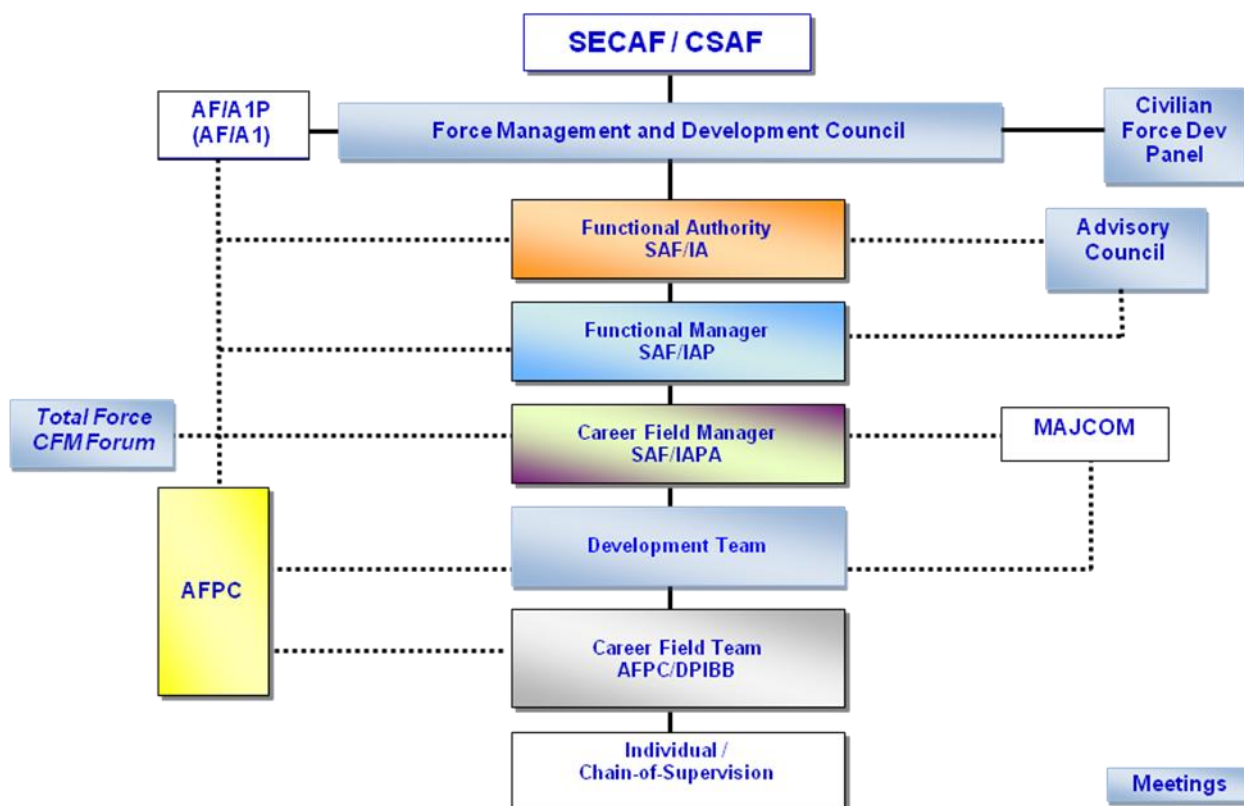
6.7. CONTRACTING CAREER PATH AND CAREER DEVELOPMENT ROADMAPS. Contracting career field developmental information is located in the Career Development Tools section of the Force/Career Development Folder, Contracting Career Field Community of Practice (CoP) at <https://afkm.wpafb.af.mil/ASPs/CoP/OpenCoP.asp?Filter=OO-PK-AF-10>.

Chapter 7

INTERNATIONAL AFFAIRS CAREER FIELD MANAGEMENT PORGRAM (IACF)

7.1. FUNCTIONAL AUTHORITY. The Deputy Under Secretary of the Air Force, International Affairs (SAF/IA), is the functional authority (FA) for the IACF.

Figure 7.1. IACF Management Structure.



7.2. ADVISORY COUNCIL. International Affairs (IA) Advisory Council provides corporate oversight and career guidance for the IACF to include: Force Development (FD), resource requirements and allocation, recruitment and incentive programs.

7.2.1. Advisory Council Membership:

7.2.1.1. SAF/IA

7.2.1.2. Security Cooperation/Security Assistance (SC/SA) community members representing:

7.2.1.2.1. AF Materiel Command (AFMC)

7.2.1.2.2. Air Education and Training Command (AETC)

7.2.1.2.3. Air Mobility Command (AMC)

7.2.1.2.4. AF Security Assistance Center (AFSAC)

7.2.1.2.5. AF Security Assistance Training squadron (AFSAT)

7.3. DEVELOPMENT TEAM (DT). The DT continuously assesses, develops and implements a comprehensive plan for achieving IACF mission-driven force development requirements.

7.3.1. Development Team Membership:

7.3.1.1. SAF/IA

7.3.1.2. SC/SA community members representing:

7.3.1.3. AFSAC

7.3.1.4. AFSAT

7.3.1.5. AFMC Logistics and Product Centers

7.3.1.6. AMC-International Relations Advisor

7.4. TRAINING AND EDUCATION PANEL (TEP). The TEP develops and recommends IACF training and education policies and/or changes to the IACF DT.

7.5. CENTRALLY MANAGED POSITIONS. Through central management of core positions within the IACF, the DT and senior IA leaders deliberately develop team members for positions of increased responsibilities in the career field. In turn, these positions afford IACF team members focused education and training and provide assignment experiences that are supported by mentoring at all levels from seasoned IA professionals. The DT defines Centrally Managed positions as operational and strategic level positions (GS-13 through GS-15 grade level). Centrally Managed positions also include: Career Broadening and Palace Acquire Intern positions. Each of these positions will provide developmental work experiences intended to prepare IA team members for higher-level supervisory and managerial positions. IACF team members in Centrally Managed positions are entitled to centrally funded moves (PCS) and other development opportunities to include short-term management and leadership training, Civilian Developmental Education (CDE), and tuition assistance.

7.6. MANAGEMENT INITIATED ASSIGNMENTS (MIA). A MIA may be accomplished by assigning an employee to a vacant position or by swapping two employees between positions. There are two types of MIAs: assignments within the IA functional community, and assignments from outside the IACF. All MIAs into a Centrally Managed position must be routed through the Career Field Team (CFT) and approved by the Career Field Manager and DT.

7.7. CAREER BROADENING PROGRAM. The IACF Career Broadening Program leverages the Headquarters, Air Force Personnel Center (AFPC) Career Broadening program that is available to all career fields. This program is designed to broaden the skills and enhance leadership perspective of high-potential and exceptional personnel. Annually, the IACF DT will review and recommend AF candidates that have been vectored for career broadening assignments in compliance with AFPC DT Meeting Cycle responsibilities. Assignments are scheduled for 36 months and require a mobility agreement and training and development plan.

7.8. TRAINING & DEVELOPMENT. (Refer to **Chapter 1 Section F**)

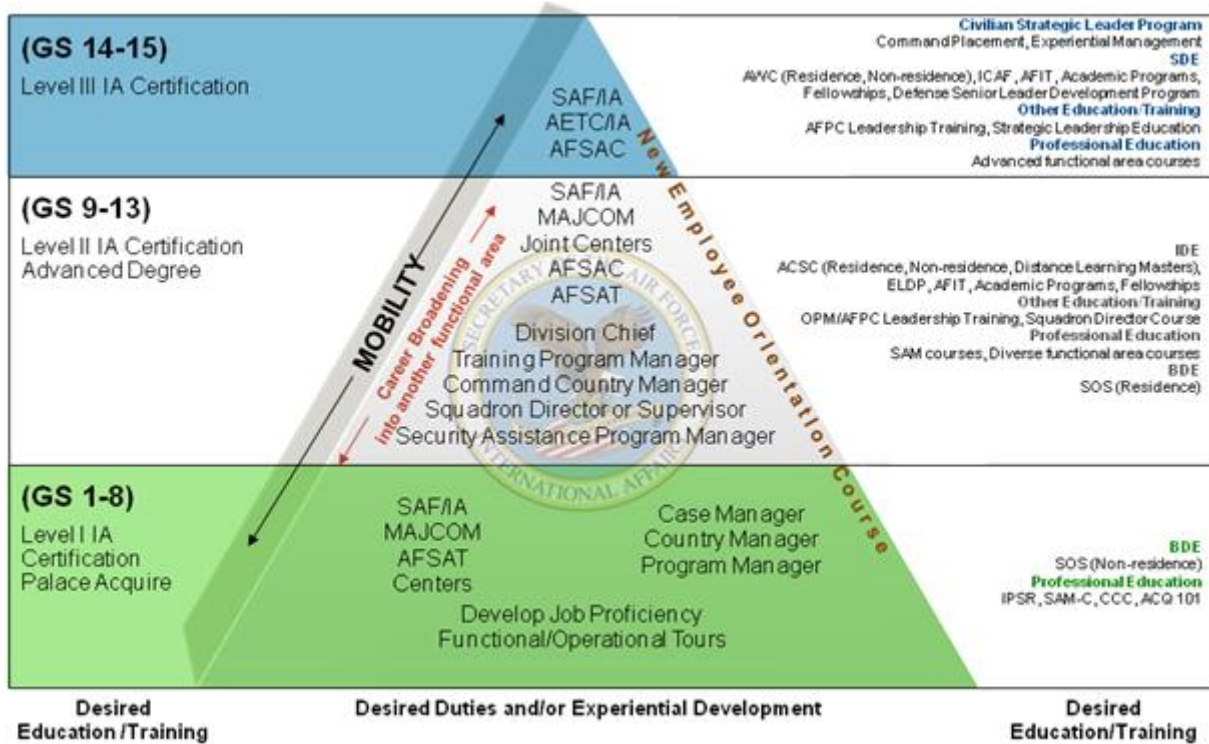
7.8.1. International Affairs Certification Program (IACP). Quality training and continual learning play an extremely important role in the AF's ability to accomplish its mission. Therefore, it is essential that senior leaders are involved in planning, developing, managing, conducting, and evaluating an effective and efficient training program. IACF will leverage the Department of Defense (DoD) IACP to assess IA experience and training for IACF team members. IACP has three levels of certification designed to build on previous levels. Each certification level identifies specific requirements that must be met in order to be certified: Level I – Basic or Foundation Level, Level II – Intermediate Level, and Level III – Advanced or Expert Level.

7.8.2. Global Master of Arts Program (GMAP II). The GMAP II is a Defense Security Cooperation Agency (DSCA) sponsored 12-month program that culminates in a Master of Arts degree from The Fletcher School at Tufts University. The program combines three two-week residency sessions with state-of-the-art internet-based courses of study. The program is presented in trimester form with three courses presented the first and second trimesters, and two courses plus a thesis in the third trimester. PCS travel will not be required. Students will continue to work from their home stations/countries. Two mandatory two-week in-resident sessions will be conducted at The Fletcher School outside Boston, Massachusetts and one mandatory two-week in-resident session will be conducted at an international location selected by Tufts University. The program is part time and takes on average 20 hours per week of study in addition to the student's regular workload. Students whose native tongue is English are required to pass oral and reading language exams in a foreign language of their choice. The IACF DT will select two primary and one alternate AF nominees annually to compete for a DoD GMAP II quota. Detailed information about GMAP II can be found on the IA Workforce Initiatives website at: <http://www.safia.hq.af.mil/workforceinitiatives/gmapoverview.asp>.

7.8.3. IA Workforce Initiatives website. The IA workforce initiatives website located at <http://www.safia.hq.af.mil/workforceinitiatives/>, provides the most recent information on career development opportunities, graduate studies, IA Certification, and IACF.

7.9. DEVELOPMENT PLANNING. The vision of Civilian Force Development is to create a civilian workforce that is responsive to requirements and can be managed as an integral part of the Total Force, including mobility, where it serves the AF and the IA mission. Through robust career field management, integrated leadership education, and clearly defined requirements, IACF will integrate the development of IA civilians with their military counterparts. IACF team members should reference the Career Path pyramid (Figure 7.9.1) and development templates (Figures 7.10.1.1, 7.10.2.1, and 7.10.3.1) along with supervisor and/or mentor guidance to create a planned approach for personal development.

Figure 7.2. Career Path Pyramid.



7.10. DEVELOPMENT TEMPLATES. Three levels of career development are described in this section. Each development level identifies competencies the AF requires civilians to develop and exercise throughout their career. Development templates should be used to guide discussions between IA team members and their supervisors/managers as career paths and plans are developed.

7.10.1. Tactical Development Level. At the tactical level, IA civilian members master their primary duties, skills and responsibilities, and gain a general understanding of team leadership and an appreciation for institutional leadership. Assignments should establish and build depth of knowledge and technical expertise within IA. This level includes gaining knowledge and experience in a primary skill, combined with educational and leadership training exercises.

Figure 7.3. Tactical Development Level Template.

TACTICAL DEVELOPMENT TEMPLATE: GS 1-8		
Air Force Institutional Competencies, Skills, Education and Training		International Affairs (IACF)
Institutional Competencies <ul style="list-style-type: none"> Focus on Personal leadership skills <ul style="list-style-type: none"> Embodies Airman Culture <ul style="list-style-type: none"> Ethical Leadership Followership Warrior Ethos Develop Self Communicating <ul style="list-style-type: none"> Speaking and Writing Active Listening Institutional Skills <ul style="list-style-type: none"> Interpersonal Skills Technical and Tactical Competence Problem Solving Performing Leader Tasks Short Range Planning and Mission Accomplishment Institutional Education and Training <ul style="list-style-type: none"> New Employee Orientation First Time Supervisors Course BDE: SOS (Non-residence) <ul style="list-style-type: none"> Civilian Acculturation Leadership Training Mentorship Program Mentee 	General Competencies <ul style="list-style-type: none"> Personnel Management Financial Management Business Administration General Skills <ul style="list-style-type: none"> Staff and Support Project Management Problem Solving Techniques Effective Communication Principles Time Management Critical Thinking Team Work Basic Computer Knowledge Education <ul style="list-style-type: none"> Associates Degree Bachelors Degree* <p>* IA team members are encouraged to participate in the Civilian Tuition Assistance Program.</p>	Functional Competencies <ul style="list-style-type: none"> Generalized knowledge of IA functional areas: (i.e. Security Assistance, International Cooperative Research, Development, or Acquisition, Foreign Disclosure, and Technology Transfer Control, etc.) Entry-level knowledge in IA discipline (i.e., Logistics, Acquisition, Program Management, etc.) Knowledge/experience in one IA functional area Knowledge of laws and regulations that affect IA such as FMS/SC case development, execution, and closure Functional Education and Training <ul style="list-style-type: none"> International Program Security Requirements Course (IPSR) Introductory Security Cooperation Course (i.e., SAM-C, SAM-OC, SAM-E) Introductory development course in IA discipline (i.e., Logistics, Acquisition, etc.) Level I IA Certification Experience <ul style="list-style-type: none"> 1-5 years experience in IA coded position 3-5 years at Wing or Base Level Multi-Wing Experience PAQ intern training and development at Base level

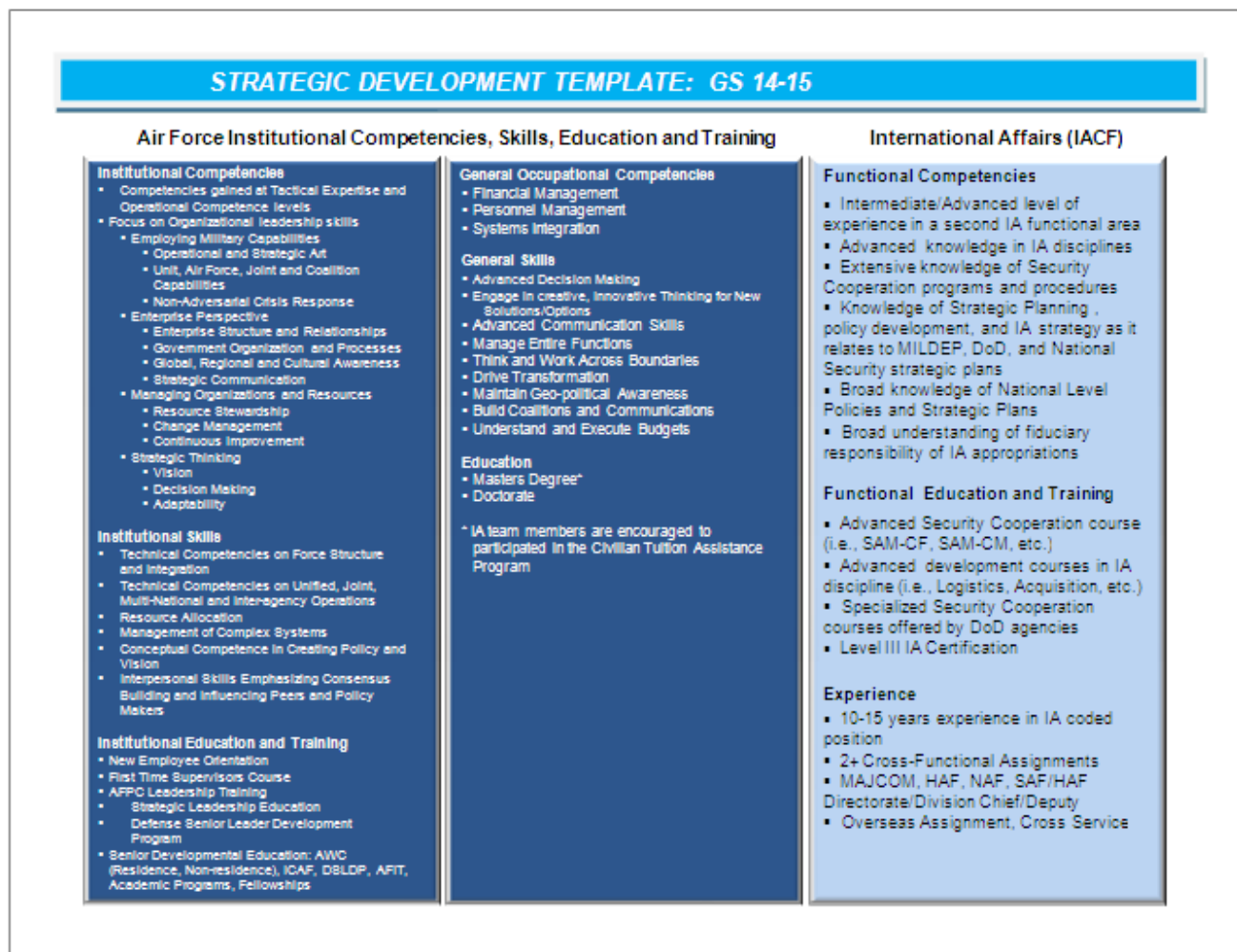
7.10.2. Operational Development Level. At the operational level, IA civilian members transition from a specialist to an individual who understands AF integration. This level includes continued broadening of experience and increased responsibility within a related family of skills. Team members in operational level positions continue to develop personal leadership skills, while developing familiarity in institutional leadership competencies. During this time, Career Broadening and cross-functional assignment experience opportunities should be considered to increase potential for career progression.

Figure 7.4. Operational Development Level Template.

OPERATIONAL DEVELOPMENT TEMPLATE: GS 9-13		
Air Force Institutional Competencies, Skills, Education and Training		International Affairs (IACF)
Institutional Competencies <ul style="list-style-type: none"> Competencies gained at Tactical Expertise level Focus on Interpersonal and team (People/Team) leadership skills <ul style="list-style-type: none"> Leading People <ul style="list-style-type: none"> Develop and Inspire Others Takes Care of People Diversity Fostering Collaborative Relationships <ul style="list-style-type: none"> Build Teams and Coalitions Negotiating 	General Competencies <ul style="list-style-type: none"> Financial Management Personnel Management Systems Integration Institutional Skills <ul style="list-style-type: none"> Program Management Advanced Problem Solving Team Building Analytical Ability Advanced People Skills Project Management Time Management Education <ul style="list-style-type: none"> Bachelors Degree* Masters Degree* <p>*IA team members are encouraged to participate in the Civilian Tuition Assistance Program.</p>	Functional Competencies <ul style="list-style-type: none"> Introductory/Intermediate level of experience in a second IA functional area Intermediate/Advanced knowledge in IA discipline (i.e., Logistics, Acquisition, Program Management, etc.) Broad knowledge of the IA community and operations of other governmental agencies and functions Knowledge of Security Cooperation policy and specific program procedures Functional Education and Training <ul style="list-style-type: none"> Specialized Security Cooperation course offered by DISAM or DoD agency (i.e., SAM-CF, Mid-East Orientation Course, etc.) Intermediate/Advanced development courses in IA discipline (i.e., Logistics, Acquisition, etc.) Level II IA Certification Experience <ul style="list-style-type: none"> 5-9 years experience in IA coded position 1 Career Broadening Assignment 1 Cross-Functional Assignment Organizational Mobility- minimum 3 assignments in the same command Squadron CO/Division Chief/Deputy MAJCOM, Joint, HAF Action Officer Flight/Office/Branch/Team Chief/Deputy
Institutional Skills <ul style="list-style-type: none"> Technical and Tactical Ability to Synchronize Systems and Organizations Sophisticated Problem Solving Interpersonal Skills Emphasizing Influencing Others Through Communication Shaping Organizational Structure Directing Operations of Complex Systems Tailored Resources to Organizations or Programs Establishing Policies that Foster a Healthy Command Climate 		
Institutional Education and Training <ul style="list-style-type: none"> New Employee Orientation First Time Supervisors Course Civilian Acculturation Leadership Training BDE: SOS (Non-residence) OPM/AFPC Leadership Training Intermediate Developmental Education: ACSC (Residence, Non-residence, Distance Learning Masters), ELDP, AFIT, Academic Programs, Fellowships Squadron Director Course Mentorship Program Mentee/Mentor 		

7.10.3. Strategic Development Level. At the strategic level, IA civilian members combine highly developed occupational and enduring competencies to apply broad professional leadership capabilities. Strategic positions require individuals to develop a deep understanding of AF missions and how operational capabilities and resources are integrated to achieve synergistic results and desired effects. Individuals will also develop a greater understanding of how the AF operates within joint, interagency, and multinational relationships. At this level, an individual's required competencies transition from the integration of people with missions to leading and directing exceptionally complex and multi-tiered organizations.

Figure 7.5. Strategic Development Level Template.



Chapter 8

FINANCIAL MANAGEMENT CAREER FIELD MANAGEMENT PROGRAM (FMCFMP)

8.1. DEVELOPMENT TEAM (DT) FUNCTIONAL ADVISORY COUNCIL (FAC) STRUCTURE.

8.1.1. **Development Team (DT) Advisory Council Chair.** As functional chief of the career family covered by the FMCF, the Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) will serve as the DT Advisory Council Chair.

8.1.2. Council Members.

8.1.2.1. Principle Deputy Assistant Secretary (SAF/FM).

8.1.2.2. Deputy Assistant Secretary, Financial Operations (SAF/FMP).

8.1.2.3. Deputy Assistant Secretary, Cost and Economics (SAF/FMC).

8.1.2.4. Deputy Assistant Secretary, Budget (SAF/FMB).

8.1.2.5. Associate Deputy Assistant Secretary SAF/FMB.

8.1.2.6. Representative of operating Commands, FOAs (rotational).

8.1.2.7. Representative of Unified Combatant Commands (UCCs) (rotational).

8.1.2.8. Director SAF/FME (non-voting)

8.1.2.9. Executive for Enlisted Matters (non-voting).

8.2. DEVELOPMENT TEAM (DT) STRUCTURE.

8.2.1. The Financial Management community will maintain a single DT that will deal with both military and civilian matters. The FM Functional Authority will appoint Functional Managers who will co-chair the DT. The co-chairs will be representative of both the civilian and military communities.

8.2.2.1. Team Members.

8.2.2.2. Principle Deputy Assistant Secretary (PDAS) for Financial Management (SAF/FM)

8.2.2.3. Deputy Assistant Secretary, Financial Operations (SAF/FMP).

8.2.2.4. Deputy Assistant Secretary, Cost and Economics (SAF/FMC).

8.2.2.5. Deputy Assistant Secretary, Budget (SAF/FMB).

8.2.2.6. SAF/FMBO

8.2.2.7. All Major Command Comptrollers

8.2.2.8. Unified Combatant Command (UCC) Rep (Rotational)

8.2.2.9. AFMC Deputy FM

8.2.2.10. SAF/FMBI/M (Rotational)

8.2.2.11. AFSOC/FM

8.2.2.12. ANG/FM

8.2.2.13. AFRC/FM

8.2.2.14. Director SAF/FME, AFPC/DPAS and AFPC/DPIBI (non-voting)

8.2.3. DT Sub-Panels: The Development Team Chairs will appoint DT Sub-Panels to assist the Team in designing, implementing, and maintaining the program.

8.3. CENTRALLY MANAGED POSITIONS. The FMCFMP will centrally manage the positions described below. The DT may elect to change the scope of the program operations.

8.3.1. **Primary Series.** The FMCF will centrally manage all two-grade interval GS-12 through GS-15 and equivalent positions in series 5XX, i.e., GS-501, 505, 510, and 560.

8.3.2. **Shared Series.** Normally, the FMCF will centrally manage the following GS-12 through GS-15 and equivalent positions when established in FAC 15XX (except 154X) or when they meet the criteria established in the note below.

8.3.2.1. GS-301, Resource Analyst/Manager/Program Control/ etc.

8.3.2.2. GS-343, Program Analyst/Management Analyst

8.3.2.3. GS-1515, Operations Research Analyst

NOTE: Positions in the above series located outside of FAC 15XX will also be designated as FMCF centrally managed positions if their primary purpose is financial in nature; i.e., positions which require incumbents to possess the KSAs normally obtained through experience and/or education associated with financial management positions. The servicing Civilian Personnel Element (CPS) should consult with the Career Field Team (CFT) if there are questions concerning whether such positions are included in the scope of program operations.

8.4. CAREER MOBILITY. Career mobility will include rotational assignments or geographic relocation. Interns, career broadeners, and employees selected for long-term training will sign agreements which may require geographical mobility to follow-on positions. Except as described above and as provided in AFI 36-202 for GS-14 and 15 positions and equivalent, geographic mobility will be a voluntary feature of the FMCFMP. Career broadening and certain other FMCF positions will require a follow-on Memorandum of Agreement (MOA) or mobility agreement as a condition of employment. The CFT will obtain signatures from the selected candidate and all approval authorities before final selection and assignment. The servicing CPS will file the agreement in the employee's OPF. A sample agreement is at [Attachment 3](#).

8.5. EXEMPTION FROM STANDARD CAREER FIELD REFERRAL PROCEDURES. Standard career field recruitment for centrally managed positions will include all Air Force internal candidates. Simultaneous internal and external recruitment is allowed without prior approval from the CFT. If standard referral procedures do not produce a viable candidate, the supervisor may request an exception to fill the position through alternative recruitment procedures.. On an exception basis and with strong justification, the DT Co-Chair or designee may authorize a one-time approval for the organization to fill the position through the servicing CPS or the Delegated Examining Office (DEO). When this occurs, the CPS or DEO must use the ranking template or assessment created and approved by the FM Functional Manager.

8.6. MANAGEMENT INITIATED REASSIGNMENTS. Provisions of AFMAN 36-203, *Staffing Civilian Positions*, apply. Prior approval from the DT Chair must be obtained for any management reassignment that involves a geographic move (PCS) or is between MAJCOMs. For reassignments involving either of the above actions, gaining supervisors will send requests through their servicing CPS to the CFT for approval before taking any action. The written request will provide the name, organization, and phone numbers of the reassignment candidate, gaining supervisor, and losing supervisor. The request must also contain justification and a statement which verifies contact has been made with the losing supervisor/CPS and that all parties are in agreement with the requested reassignment.

8.7. TRAINING & DEVELOPMENT.

8.7.1. Formal Training. The FMCF will centrally fund courses to satisfy intern, managerial, and executive development needs. (Local managers will fund and administer other types of training.) Information and application process for sponsored courses are listed in the Training and Development Course Listing on the AFPC website.

8.7.1.1. Civilian Developmental Education (CDE). Individuals in centrally managed positions can apply for Professional Military Education (PME) or Long-Term Training. More information on CDE can be found at the AFPC website. (Some PME classes are offered through correspondence or seminar without having to go TDY. Please see your local base education office for these opportunities.)

8.7.1.2. Professional Financial Management Training. The FMCF is allocated several civilian training quotas for each Financial Management Staff Officer Course (FMSOC) for interns; all other employees should contact their Major Command FM Training Office for training quotas.

8.7.2. Career Broadening. The FMCF may establish approved career broadening positions within the Air Force to meet corporate developmental needs. Individuals will normally serve for a period of 24-30 months on a career broadening position. Their follow-on assignment will be to a predetermined permanent position or as indicated in a MOA. Individuals selected for a FMCF career broadening position must sign a MOA before being officially selected and assigned. All selections for a FMCF career broadening position will require advance approval and signature on the MOA by the DT Co-Chair.

8.7.2.1. Placement of Career Broadening Positions. The DT will determine where Career Broadening positions are to be placed

8.7.2.2. Filling Career Broadening Positions. The organization receiving a position will submit a proposed position description, organizational chart, functional statement, and training plan to the CFT. Career broadening positions are filled through management reassignment, change to lower grade, and/or temporary promotion using competitive procedures.

8.7.3. PALACE Acquire (PAQ) Training Program: The FMCF administers a formal, structured 3-year intern training program using the Office of Personnel Management's (OPM) Administrative Careers With America (ACWA), Federal Career Intern Program (FCIP) special hiring authorities or conversion of current Air Force Student Career Experience Program (SCEP) employees under OPM's Schedule B authority, 5 CFR 213.3202 (b).

8.7.3.1. For the Administrative Careers With America (ACWA) and Federal Career Intern Program (FCIP) hiring authorities, qualifications are based on experience, education or a combination of education and experience. (**NOTE:** Disabled students may call the Force Renewal Branch for guidelines.)

8.7.3.2. Interns receive extensive on-the-job training and attend professional military education (PME) courses to enable them to function effectively in financial management positions. MAJCOM/FMs identify potential host sites during an annual call. Additional information on the PALACE Acquire program can be found in AFMAN 36-602, Civilian Intern Programs.

8.7.4. **Tuition Assistance (TA).** The Civilian Tuition Assistance Program (CTAP) is an Air Force force development initiative priority designed to benefit the Air Force mission by providing assistance for mission related courses at accredited colleges and universities taken during non-duty hours. All requests for tuition assistance must be received by the CFT at least 30 days prior to the start date of the class to allow time for review, approval, and funding of the request.

8.7.4.1. Except for shortage occupations, public law prohibits training of civilians for the sole purpose of acquiring an academic degree. However, a degree may be an incidental by-product of CTAP. Accordingly, CTAP is restricted to academic mission-related courses as certified by the FMCF. While each course must be validated as mission-related, the CTAP differs from training in that employees, rather than management, identify requirements, initiate requests for specific courses at institutions of their choice, share in the cost, and attend on a voluntary off-duty basis.

8.7.4.2. Under CTAP guidance, the FMCF must use the standard rate of 75% of tuition costs, not to exceed \$187.50 per semester hour or \$124.50 per quarter hour, and is limited to \$3500 per fiscal year. TA for acquisition personnel under the Defense Acquisition Workforce Improvement Act (DAWIA) is mandated by DoD policy and is not subject to these CTAP funding limits. PALACE ACQUIRE interns are covered under AFI 36-602, Civilian Intern Programs, and also are not subject to these CTAP funding limits.

8.7.4.3. The CTAP guidance applies across the Air Force and to all sources of money. This includes tuition assistance paid by career field programs, installation-level training offices, organizational funds, or outside agencies, which may not make up the difference between the CTAP cap and tuition costs for employees. Tuition assistance will not be provided for non-instructional costs such as books, materials, examination fees, optional fees, parking, charges for personal services, or the costs of vicinity travel.

8.8. CAREER PATHS. See the FM Force Development Primer at <https://afkm.wpafb.af.mil/FMET>.

8.9. STAFFING POSITIONS. The CFT and DT designated functional area Sub Panel will jointly develop standard internal promotion plans for use in filling all FM centrally managed positions.

8.9.1. **Development Team (DT).** The DT will be briefed on all new and revised promotion plans.

8.9.2. **Management Officials.** Management officials may request modification of promotion plans through their MAJCOM to the CFT for new positions or revisions to current positions. Requests must include the proposed change, rationale, and supporting job analysis data.

8.10. CLASSIFICATION ACTIONS AFFECTING CENTRALLY MANAGED POSITIONS.

8.10.1. Upgrading to GS-13 and equivalent.

8.10.1.1. If the position is vacant, the CPS may upgrade a centrally managed position up to grade GS-13 or equivalent without the prior coordination and approval of the DT Chair or designee. The CPS must only notify the CFT of the upgrade.

8.10.1.2. If the position is filled and the upgrading action is due to classification error or application of a new or revised standard or is clearly a successor position where there are no other employees in similar or identical positions to whom the supervisor could assign the work, the CPS may non-competitively promote the incumbent without prior coordination or approval from the DT Chair. However, the CPS is to provide written notification to the CFT for information and reporting purposes.

8.10.2. **Upgrading to GS-14 and equivalent.** Any upgrade of a centrally managed position to the GS-14 or equivalent grade level will require prior approval of the DT Chair before the CPS may effect the upgrade. Management will submit all requests for upgrade approval through base and MAJCOM functional channels to the CFT. The CPS will coordinate on the request, which will address the following questions:

Will this upgrade result in the potential upgrade of any other positions?

Is the position encumbered?

If encumbered, does the upgrade meet the noncompetitive promotion criteria described in 8.10.1.2 above? If not, will a limited area of competition be requested for the fill action?

8.10.3. **Classification of GS-15 and equivalent positions.** Prior to any personnel action, the CFT and DT Chair or designee will review all proposed personnel actions that would change the position structure, grade, or qualifications of any existing centrally managed position or that propose to create a new GS-15 or equivalent position. The servicing CPS will prepare and forward a review package through the MAJCOM A1C and FM, who will submit a coordinated package to the CFT. The package must include:

8.10.3.1. Pertinent position classification information to include: reason for changes to the position, position description, evaluation statement, organization chart, position descriptions of key subordinate positions, etc.

8.10.3.2. Pertinent information concerning any incumbent in the position to include: copy of current position description, statement as to whether or not there are other positions in the organization to which the supervisor could assign the GS-15 duties, and recommendation on whether the fill action should be competitive.

8.11. FILLING RESTRUCTURED POSITIONS. See [Chapter 1](#).

8.12. FINANCIAL MANAGEMENT APDP REQUIREMENTS. In order to be selected for a Critical Acquisition Position (CAP), candidates must be an Acquisition Corps member prior to assignment to the position unless a waiver is requested and approved. See [Chapter 1](#) for Acquisition Corps membership requirements. For non-critical acquisition positions, candidates must meet the APDP certification requirements for the position prior to appointment or be able to meet the requirements within 24 months of the appointment. If unable to meet the requirements within 24 months, a waiver must be requested and approved. Acquisition certification requirements are published in the Defense Acquisition University (DAU) Course Catalog.

Chapter 9

AIR FORCE HISTORY AND MUSEUMS CIVILIAN CAREER FIELD MANAGEMENT PROGRAM (HMCCFMP)

9.1. FUNCTIONAL AUTHORITY. The Director, Air Force History and Museums Policies and Programs is the functional authority (FA) for the HMCCFMP.

9.2. ADVISORY COUNCIL STRUCTURE. The Air Force History and Museums Civilian Career Field (HMCCF) advisory council structure comprises a Functional Advisory Council (FAC) and a Senior Leader's Council (SLC).

9.2.1. FAC Membership and Responsibilities. The FAC addresses initiatives and issues impacting the entire career field and presents relevant issues for resolution to the SLC. Membership of the FAC:

- 9.2.1.1. Director, Air Force History and Museums Policies and Programs (Chair)
- 9.2.1.2. Director, National Museum of the United States Air Force (NMUSAF)
- 9.2.1.3. Director, Field Museums
- 9.2.1.4. Career Field Manager (CFM)
- 9.2.1.5. Members representing:
 - 9.2.1.6. Major Commands (MAJCOM)
 - 9.2.1.7. Center/Laboratory/Numbered Air Force (NAF) or comparable organizations
 - 9.2.1.8. Office of Air Force History, Anacostia Annex (AF/HOH)
 - 9.2.1.9. AF Historical Research Agency (AFHRA)
 - 9.2.1.10. Field Museum
 - 9.2.1.11. Wing/Group
 - 9.2.1.12. Field Operating Agency/Direct Reporting Unit (FOA/DRU)
 - 9.2.1.13. Overseas organization
 - 9.2.1.14. Career Field Team (CFT) Chief (nonvoting, executive secretary)

9.2.2. SLC Membership and Responsibilities. The SLC addresses force development and career field management initiatives as well as issues presented to it by the FAC. The SLC provides strategic-level oversight of the workforce to include ensuring the workforce is being developed in a manner to produce effective leaders and ensuring career paths are clear and compatible with the needs of the Air Force. The SLC comprises:

- 9.2.2.1. Director, Air Force History and Museums Policies and Programs (Chair)
- 9.2.2.2. Director, National Museum of the United States Air Force
- 9.2.2.3. Director, Field Museums
- 9.2.2.4. Director, Air Force Historical Research Agency
- 9.2.2.5. Director, Office of Air Force History, Anacostia Annex

- 9.2.2.6. Career Field Manager (CFM)
- 9.2.2.7. Command Historian from each MAJCOM
- 9.2.2.8. Chief, Air National Guard History Office
- 9.2.2.9. Career Field Team (CFT) Chief

9.3. DEVELOPMENT TEAMS. The HMCCF FA establishes development teams to provide corporate-level oversight of the force development process and to execute vectors to foster development and assignments of individuals in the HMCCF. The DT comprises two panels:

9.3.1. **Executive Level:** An executive level panel, chaired by the FA and comprising HMCCF SES provides recommended development activity to GS14/15 and equivalent level personnel.

9.3.2. **Senior Level:** A senior level panel provides career guidance and vectoring to all other centrally-managed personnel in the HMCCF. Panel members are:

- 9.3.2.1. Director, Air Force History and Museums Policies and Programs (Chair)
- 9.3.2.2. Director, National Museum of the United States Air Force
- 9.3.2.3. Director, Field Museums
- 9.3.2.4. Director, Air Force Historical Research Agency
- 9.3.2.5. Director, Office of Air Force History, Anacostia Annex
- 9.3.2.6. Career Field Manager
- 9.3.2.7. Command Historian from each MAJCOM
- 9.3.2.8. Chief, Air National Guard History Office
- 9.3.2.9. Career Field Team Chief

9.4. CENTRALLY MANAGED POSITIONS. The HMCCFMP centrally manages all Air Force 170 (historian), 1015 (museum curator), 1016 (museum specialists), 1082 (writer-editors assigned to a history function) and 1420 (archivist) positions.

9.5. MANAGEMENT INITIATED ASSIGNMENTS. All management initiated assignments must be approved by the FA. The requesting official will send a written request to the CFT Chief, providing position, series, grade, title, office symbol, and candidate's name. The CFT Chief will confirm qualifications, ensure approval of losing and gaining supervisors, obtain CFM and FA approval and request a fund cite, if necessary.

9.6. TRAINING & DEVELOPMENT. The CFT Chief will provide central funding and administration of selected leadership, management, executive and professional development programs. The CFT Chief may recommend, to the FA, other courses to be centrally funded based on requirements. (Also refer to [Chapter 1 Section F.](#))

9.7. HISTORIAN CAREER PATH.

9.7.1. **Developmental.** PALACE Acquire interns enter the career field as a GS-7 or equivalent and upon satisfactory completion of the training program are graduated into a GS-11 entry-level position, generally at the wing/group level.

9.7.2. **Entry-level.** Entry-level positions at the GS-11 or equivalent are Emergency Essential world-wide deployable.

9.7.3. **Intermediate:** Intermediate positions at the GS-12/13 or equivalent are assigned to NAF, FOA, DRU and MAJCOM staffs, as well as staff historians at the AF/HOH and AFHRA.

9.7.4. **Senior.** Senior positions at the GS-13 or equivalent are typically filled as MAJCOM deputy historians; DRU and FOU chief historians; author, research, and oral historians; and center and laboratory historians. GS-14 and equivalent positions are typically reserved for MAJCOM chief historians, AF/HO and senior authors at the AF/HOH and AFHRA.

9.7.5. **Executive.** GS-15 or equivalent executive level positions are filled by the Directors and Deputies at AF/HO and AFHRA. The Director, AF History and Museums Policies and Programs (AF/HO) is a Senior Executive Service (SES) position.

9.8. MUSEUM CAREER PATH.

9.8.1. **Developmental.** PALACE Acquire interns enter the field as GS-7 or equivalent and upon successful completion of the training program are graduated into GS-11 or equivalent positions.

9.8.2. **Entry-level and Intermediate.** Full performance level for curator and specialist positions are established as GS-12 or equivalent and located at field museums as well as the NMUSAF.

9.8.3. **Senior.** Senior curator positions within the GS-13 or equivalent typically manage a field museum or serve as senior level curators at the NMUSAF.

9.8.4. **Executive.** GS-14 or equivalent level curators are most often assigned to the NMUSAF or to a very large field museum. The Director, National Museum of the United States Air Force is an SES position.

9.9. ARCHIVIST CAREER PATH.

9.9.1. **Developmental.** PALACE Acquire interns enter the career field as a GS-7 or equivalent and upon successful completion of the training program are graduated into a GS-11 or equivalent entry-level position.

9.9.2. **Entry-level and Intermediate.** Full performance for archivists are established as GS-11/12 or equivalent) and located at the AFHRA as well as some field history offices.

9.9.3. **Senior.** Senior level archivist positions within the GS-13 or equivalent typically serve as senior level archivists at the AFHRA.

9.10. WRITER-EDITOR CAREER PATH.

9.10.1. **Entry-level and Intermediate.** Full performance level writer-editors are established as GS-9/11 or equivalent positions and assigned to history offices at all organizational levels.

Chapter 10

LOGISTICS CAREER FIELD MANAGEMENT PROGRAM (LCFMP)

10.1. LOGISTICS EXECUTIVE BOARD. The Logistics Executive Board (LEB) provides strategic oversight, direction and information to the Logistics Advisory Council and Logistics Career Program Functional members. The LEB focuses on providing consistent strategic guidance and information regarding the development and management of a competency-based logistics workforce to satisfy current and future Air Force mission needs. This will be accomplished through strategic goal-setting in the strategic and operations force development arenas. As a standing body and regularly scheduled forum, the LEB will facilitate communication among all logistics areas, provide guidance on all logistics matters, and help plan for future logistics force development.

10.1.1. LEB MEMBERSHIP: The Board will be co-chaired by the senior civilian Logisticians in the Air Force, normally the Assistant Deputy Chief of Staff/Logistics, Installations & Mission Support and the AFMC/Executive Director. The LEB is responsible for developing a charter, which will further define the members and advisors, as well as roles and responsibilities.

10.2. LOGISTICS ADVISORY COUNCIL. The Logistics Advisory Council (LAC) provides guidance and direction to the various panels, sub panels and working groups which make up the Logistics Career Field Team (LCFT). The LAC focuses on providing consistent logistics management through the establishment of two panels: Workforce Management Panel (WMP) and Workforce Development Panel (WDP).

10.2.1. LAC MEMBERSHIP: The Council will be co-chaired by the Functional Manager/Managers for Logistics civilian career specialties and designated representative as identified by the Functional Manager. The LAC is responsible for developing a charter, which will further define the members and advisors, as well as roles and responsibilities.

10.3. PANELS. The following panels have been established to provide oversight of the Logistics Career Field and the Logistics Career Field Team (LCFT) and its day-to-day operations. The panels work to design, implement and maintain procedures for the program. The Advisory Council Co-Chairs select the chairs of the panels.

10.3.1. The Workforce Management Panel (WMP) establishes criteria for position coverage by the Logistics Career Field. Through continuing surveillance of program trends, manpower authorization changes, and long-term executive needs, the Panel develops recommendations for Advisory Council consideration. The Panel provides position studies, developed for council consideration to other Logistics activities and to functional management to ensure a coordinated approach to management of Logistics covered positions. The Panel provides oversight of the development of promotion plans by working groups comprised of subject matter experts who develop these promotion plans for positions in their areas of occupational expertise. These promotion plans are for use in providing competitive referral certificates for filling centrally managed positions. The panel also develops and administers the Whole Person Score (WPS) process applied to the centrally managed positions. The Panel provides oversight of the elements of the WPS. This Panel develops

and executes the WPS implementation plan. The Panel also oversees the Logistics PALACE Acquire (PAQ) intern program, AFI 36-602.

10.3.2. The Workforce Development Panel (WDP) reviews training requirements, develops training criteria, and provides general guidance for administering Logistics career field training and developmental programs. The WDP works in concert with the Development Team (DT) to develop, evaluate, and implement strategies to integrate Air Force developmental programs that cut across Logistics career field programs, initiatives, and activities. The panel articulates logistics workforce development strategies and requirements at the Air Force level.

10.4. CENTRALLY MANAGED POSITIONS. Logistics career field centrally manages positions which the Advisory Council approves for program inclusion. The Logistics career field covers all GS-13 through GS-15 (and equivalent) positions in the series shown in [Figure 10.1](#). Each MAJCOM commander or equivalent may determine up to 50 percent of Logistics positions for coverage by grade for GS-09 to GS-11 and equivalent positions for Transportation series and GS-12 and equivalent positions for all other series. MAJCOM logistics functional managers will inform the LCFT of percentages chosen and of any changes. The percentage will apply to all bases and activities within the Command or equivalent organization.

10.5. CAREER MOBILITY. See [Chapter 1, paragraph 1.9](#).

10.6. STAFFING POSITIONS. See [Chapter 1](#) for procedures for submitting requests for competitive referral certificates.

10.6.1. Centrally managed positions filled and the Whole Person Score (WPS). The LCFT applies a WPS to rank employees who self-nominate for Air Force-wide promotion, reassignment, change-to-lower-grade (CLG), and developmental opportunities. The WPS provides a numerical point assessment of a self-nominee's overall qualifications against defined and stated career field individual, developmental objectives.

10.6.1.1. The WPS awards points for a combination of elements: experience, education, and performance appraisal. The applicability of elements depends on the grade of the position for which a competitive referral certificate has been requested. [Figure 10.1](#) reflects the WPS elements and maximum awardable points. [Attachment 4](#) provides details on scoring procedures.

10.6.2. Promotion Plans. The LCFT and WMP along with established occupational series functional work groups, develop standard Air Force-wide promotion plans for use in providing competitive referral certificates for filling Logistics centrally managed positions.

10.6.2.1. The functional work groups represent all occupational series centrally managed by the career program and develop promotion plans for their specific functional areas of expertise.

10.6.3. Ranking Candidates. Self-nominating candidate's skills-coded experience records pass through each of four areas of the promotion plan: Basic Eligibility skills, Fallback, Primary Lead-In skills and the Primary skills of the position for which a certificate has been requested. As an experience record passes each of these four areas, points are awarded toward an overall score for each self-nominating employee. In addition, the plan awards WPS points and points for possession of acquisition certification, where this is a requirement of the position being filled. A total score, including WPS and acquisition certification where appropriate, is determined. Each candidate record is then ranked by the total points awarded.

10.6.3.1. When a Centrally managed position request for fill occurs, each candidate record is awarded additional points based upon experience credited by the promotion plan beyond the Fallback skills area. A maximum of 80 additional points may be awarded in this process. The actual number of points is determined by the number of experience elements possessed by a candidate.

10.6.4. Upgrading Logistics Centrally Managed Positions: See [Chapter 1, paragraph 1.20.4](#).

10.6.5. Filling Developmental Positions. See [Chapter 1, paragraph 1.8](#).

10.6.6. Temporary Fill Actions. See [Chapter 1, paragraph 1.20.3](#).

10.7. MANAGEMENT INITIATED ASSIGNMENTS.

10.7.1. Assignments Involving a PCS. The Logistics Functional Manager must approve these assignments in advance. The requesting official will send a written request to the LCFT, through the CPS and provide position CPCN, series, grade, title, office symbol, and candidate's name and SSN and justifying reasons for the reassignment. The LCFT will confirm qualifications; determine satisfactory appraisal; confirm awareness of losing and gaining functional managers/supervisors; and obtain Functional Manager approval.

10.7.2. Assignments Not Involving a PCS. The supervisor will notify the LCFT in writing before the action, providing all information required in [paragraph 10.6.1](#) above. Functional Manager approval is not required. In the event a Management Initiated Reassignment is requested for an individual who does not meet minimum requirements as identified in the appropriate series template, a waiver request will be forwarded to the LCFT for review and approval by the Functional Manager.

10.8. TRAINING & DEVELOPMENT. The LCFT will provide central funding and administration for selected formal training. LCFT will fund courses designed to satisfy managerial and executive development needs. Local managers will fund and administer other types of training. (Also refer to [Chapter 1 Section F](#))

10.8.1. Types of LCFT Training. Information about specific courses and nomination dates are in the Logistics Career Field Team section on the AFPC website. LCFT may offer:

10.8.1.1. MDC courses and on-site courses at regional locations using OPM or independent vendors.

10.8.1.2. Long-Term Training (LTT) (over 120 consecutive days) to individuals on centrally managed positions, through Air Force-wide competition.

10.8.1.3. Funding for tuition assistance for courses which are mission related.

10.8.1.4. Career broadening assignments are designated for a 30-month period unless prior approval is obtained from the Logistics Advisory Council. These assignments will provide participants an opportunity to gain "hands-on" knowledge of a different aspect of logistics. Chapter 1.8 provides general information on career broadening.

10.8.2. Training Requirements. Candidates for short-term training (STT), LTT, career broadening, and tuition assistance must meet the following training requirements:

10.8.2.1. Currently in a minimum grade of GS-11 or equivalent (must be currently in/occupying a Logistics series).

10.8.2.2. Possess three or more years of continuous Federal civilian service (excluding military service). **EXCEPTION:** For tuition assistance only, one year of logistics experience in Federal civilian service is required.

10.8.2.3. Possess a current performance appraisal of acceptable or fully successful or higher on an alternate rating system.

10.8.2.4. Have not received an annual appraisal less than fully successful or an unacceptable rating of performance within the past three years.

10.8.2.5. Possess two years of experience in the logistics career field. Military logistics experience (Logistics AFSC/Officer, 021XX or Enlisted, 2XXXX) can count towards this requirement. **EXCEPTION:** For tuition assistance only, one year logistics experience is required.

10.8.2.6. Meet the requirements of the college or university, if being nominated for an academic program.

10.8.2.7. For LTT, applicants for undergraduate training must have completed a minimum of 90 semester hours or quarter hour equivalency.

10.8.2.8. Nominees for career broadening must meet any additional requirements stated by the career program in the vacancy announcement.

10.8.2.9. Endorsement is required for Career Broadening, LTT, CDE. For a list of Endorsement Signatory Assignments, please visit the Logistics Career Field Team section on the AFPC website.

10.8.3. **Nomination Package.** The Logistics Career Field Team section on the AFPC website describes nomination package requirements.

10.8.4. **Career Broadening Program.** The LCFT will administer the Career Broadening program for their career program with guidance and direction provided by the Logistics Development Team (DT). Refer to [Chapter 1, Section 1.8](#) for more information on the Career Broadening Program.

10.8.4.1. Qualified employees must self-nominate for any logistics career broadening vacancy announcement using the same processes and procedures for normal merit promotion consideration. Candidates will be notified of the status of their self nomination via checking the Civilian Employment Section on the AFPC website or. Interactive Voice Response System (IVRS).

10.8.4.2. The DT, with Advisory Council approval, will assign approved career broadening positions to organizations in specific locations, and will take into account the broadening needs of the top-ranked candidates and the Air Force.

10.8.4.3. Approximately six months prior to completion of the career broadening assignment, the LCFT will notify the employee's former installation of the impending outplacement requirement. The Logistics DT will review and make recommendations for final outplacement locations.

10.8.4.4. Semi-annually (every six months), the supervisor and career broadener will receive a program assessment form from the LCFT, requiring them to submit a written narrative assessment of development accomplished to date. The supervisor will base the assessment on the performance requirements identified in the career broadener's work plan and developmental plan and the results of periodic performance reviews. The assessment will include progress made in attaining planned objectives; an assessment of the career broadener's attitude toward broadening; an assessment of the career broadener's ability to accomplish assigned tasks; and recommendations for changes to the career broadening program. The employee's assessment will include progress in attaining planned objectives; an assessment of the host organization's approach toward career broadening; a review of assigned tasks; and recommendations for changes to the career broadening program.

10.8.4.5. The Advisory Council Co-Chair may allow for a second career broadening tour for Logistics employees provided the following conditions are met:

10.8.4.5.1. All eligibility criteria is met as defined by the announcement

10.8.4.5.2. The second assignment must be at a different organizational level than the previous career broadening assignment

10.8.4.5.3. The second assignment must be at a different location than the current home base.

10.8.4.5.4. The second assignment must be at a different grade/pay band than the previous career broadening tour.

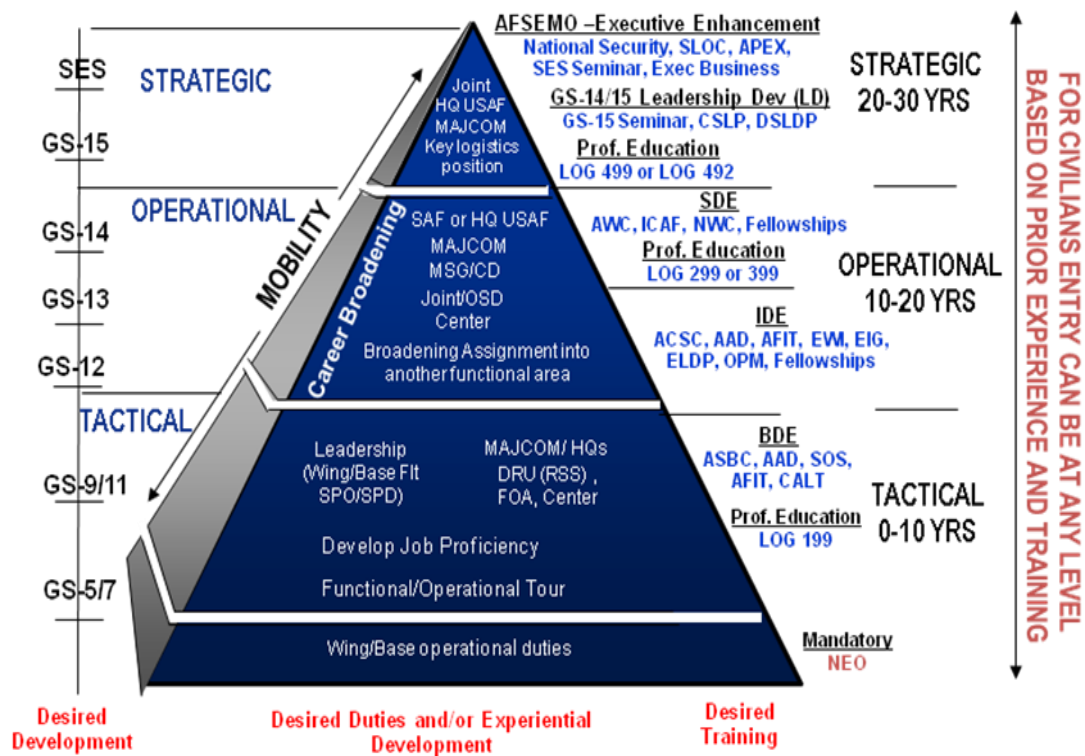
Figure 10.1. Centrally Managed Positions -- Logistics Civilian Field.

1. PRIMARY SERIES. Occupational series covered only by the Logistics Career Field.	
SERIES	TITLE
0346	Logistics Management
1152	Production Control
1601	General Facilities and Equipment
1670	Equipment Specialist
2001	General Supply
2003	Supply Program Management
2010	Inventory management
2030	Distribution Facilities and Storage Management
2032	Packaging
2050	Supply Cataloging
2101	Transportation Specialist
2102	Transportation Clerical/Assistant
2130	Traffic Management
2131	Freight Rate
2144	Cargo Scheduling
2. SHARED SERIES. Occupational series that may be centrally managed by Logistics Career Field, as well as by another career program, depending on the duties and skill coding of the position. Positions must have at least 50 percent logistics skill codes and be in one of the following Organizational Function Codes: AP, AQ, AW, CE, CJ, CR, CS, CY, DC, DD, DF, DT, DU, MA, MM, MT, OP, PA, PB, PP, SE, SU, or TA.	
SERIES	TITLE
0301	Miscellaneous Administrative
0340	Program Management
0343	Management and Program Analyst
1101	General Business and Industry
1910	Quality Assurance
2150	Transportation Operations
3. PERCENTAGE OF CENTRALLY MANAGED POSITIONS BY GRADE FOR PRIMARY AND SHARED SERIES:	
100 Percent	MAJCOM Determination (up to 50%)
GS-13 thru GS-15	All GS-12s / GS-09 thru GS-11 for series 21xx / GS-11 for series 2032

Figure 10.2. Logistics Whole Person Score Elements:

Experience (80 Points)	
Multi-Occupational Series	24
Multi-Command	16
Multi-Organizational Level	16
Supervisory/Managerial	24
Education/Training (80 Points)	
Formal Education	48
Professional Military Education	12
Professional Civilian Education	12
Certified Professional Logistician	8
Performance Appraisal	
Points	100*
Maximum Score	260
* Upon final conversion to GS, a maximum of 100 points will be awarded	

Figure 10.3. Logistics Career Field Career Pyramid.



Chapter 11

AUDIT CAREER FIELD MANAGEMENT PROGRAM (ACFMP)

11.1. Advisory Council Structure:

11.1.1. **Audit Advisory Council Chair.** The Auditor General of the Air Force is the Audit Functional Authority and chairs the Audit Advisory Council.

11.1.2. Audit Advisory Council Members:

11.1.2.1. Audit Advisory Council Chair (Audit Functional Authority)

11.1.2.2. Deputy Auditor General

11.1.2.3. Assistant Auditor General/Financial and Systems Audits

11.1.2.4. Assistant Auditor General/Support and Personnel Audits

11.1.2.5. Assistant Auditor General/Acquisition and Logistics Audits

11.1.2.6. Assistant Deputy Auditor General

11.1.2.7. USSOCOM Deputy Inspector General for Audit

11.1.2.8. Audit Career Field Manager (Advisory)

11.1.2.9. Audit Career Field Team (Advisory)

11.1.3. **Executive Panels.** The Audit Advisory Council Chair will appoint executive panels to assist the council to design, implement, and maintain the program as needed.

11.2. Development Team Structure:

11.2.1. **Audit Development Team Chair.** The Audit Functional Manager is appointed by the Audit Functional Authority and chairs the Audit Development Team.

11.2.2. Audit Development Team Members:

11.2.2.1. Audit Development Team Chair (Audit Functional Manager)

11.2.2.2. Assistant Deputy Auditor General

11.2.2.3. Audit Career Field Manager (Resource Management Division Chief)

11.2.2.4. Deputy Assistant Auditor General/Financial and Systems Audits

11.2.2.5. Financial and Systems Audits Region Chief

11.2.2.6. Deputy Assistant Auditor General/Support and Personnel Audits

11.2.2.7. Support and Personnel Audits Region Chief

11.2.2.8. Deputy Assistant Auditor General/Acquisition and Logistics Audits

11.2.2.9. Acquisition and Logistics Audits Region Chief

11.2.2.10. USSOCOM Deputy Inspector General for Audit

11.2.2.11. Audit Career Field Team (Advisory)

11.2.2.12. Training and Professional Development Branch Chief (Advisory)

11.3. Position Coverage. The Audit Career Field will centrally manage positions described below. The Audit Advisory Council may elect to expand coverage as needed in accordance with current Air Force guidance.

11.3.1. All Air Force GS-0511 series personnel in grades 12-15.

11.3.2. Developmental GS-0511-11 personnel (who will be promoted to GS-0511-12 auditor prior to PCS) on an exception basis as needed for critical actions, such as filling overseas assignments.

11.4. Career Mobility. Interns, career broadeners, and registrants in Civilian Developmental Education will sign agreements which may require geographic mobility to follow-on assignments. Except as provided in AFI 36-112, geographic mobility is a voluntary feature of the Audit Career Field.

11.4.1. **Career Broadening Memorandum of Agreement (MOA).** Career broadening positions will require a follow-on MOA as a condition of employment. The Audit Career Field Manager will obtain signatures of the selected candidates and all approval authorities on the MOA before final selection and assignment. The Audit Career Field Team will retain a copy of the signed agreement.

11.4.2. **Mobility Agreement and MOA Waivers.** If an employee or manager cannot meet MOA/Mobility Agreement provisions due to circumstances beyond management's or the employee's control (e.g. health, personal hardship, etc.) the Audit Development Team Chair may grant a specific deferment and document both approved and disapproved deferment requests. The Audit Career Field Team will retain a copy of documented deferment requests and final resolution of these requests.

11.5. Filling Developmental Positions. The Assistant Deputy Auditor General or USSOCOM Deputy Inspector General for Audit (as appropriate) may temporarily downgrade a centrally-managed GS-0511-12 position to a GS-0511-11 position and fill it with a suitable developmental candidate in accordance with OPM guidance for 0511 series personnel. **NOTE:** Positions downgraded for developmental purposes will remain coded in DCPDS as centrally managed positions. Prior coordination with the Audit Career Field Team is not required.

11.6. Training and Development.

11.6.1. **Formal Training.** The Audit Career Field Team will centrally fund and administer selected short-term training. The Audit Career Field Team will fund courses to satisfy intern, managerial, and executive development needs in accordance with Audit Advisory Council and Audit Development Team policies, and current Air Force guidance.

11.6.2. **Squadron Officer School (SOS) and Civilian Acculturation Leadership Training (CALT).** The Audit Career Field Team will review and rank-order management-nominated candidates for Air Force-wide SOS and CALT competitive selections in accordance with current AFPC guidelines.

11.6.3. **Civilian Developmental Education (CDE).** The Audit Development Team will review, rank-order, and endorse management-nominated candidates for Air Force-wide CDE competition in accordance with Air Force and Audit Development Team guidance. Registrants interested in attending CDE courses in residence should also consider completion of appropriate Professional Military Education courses by non-resident methods.

11.6.4. **Career Broadening.** The Audit Advisory Council Chair will determine the location of audit career broadening positions and may place career broadening positions anywhere appropriate in the Air Force to meet corporate developmental needs. Career broadening positions are normally filled through management reassignments and individuals will normally serve for a period of two years or per current Air Force guidance. Follow-on assignments will be pre-determined permanent positions or as indicated in the MOA. Individuals selected for an audit career broadening assignment must sign an MOA before being officially selected and assigned. All selections for an audit career broadening position will require advance approval and signature on the MOA by the Audit Development Team Chair.

11.6.5. **Tuition Assistance.** The Audit Career Field Team will fund individual mission-related courses as funding permits and in accordance with appropriate Air Force training guidance. However, the tuition assistance program does not fund entire degree programs of study or payment for books, computers, or related fees. The Audit Advisory Council and Audit Development Team may periodically provide additional guidance on the priorities for centrally managed training funds.

Chapter 12

PUBLIC AFFAIRS CAREER FIELD MANAGEMENT PROGRAM (PACFMP)

12.1. GOVERNANCE STRUCTURE. The Public Affairs Development Team functions as the Public Affairs Advisory Council and is chaired by the Director, Secretary of the Air Force Office of Public Affairs (SAF/PA). Membership includes the SAF/PA Requirements & Development Division Chief (SAF/PAR), who serves as the PA civilian career field manager (CFM), and senior military and civilian public affairs leaders from MAJCOMs, the Air Force Public Affairs Agency, and other organizations. Membership is designated in the Public Affairs Development Team charter maintained in SAF/PAR. The Development Team Chair may appoint executive panels as necessary to address specific areas of interest as they arise.

12.2. CENTRALLY MANAGED POSITIONS. Central management for the following series begins at GS-11: Public Affairs (1035); Writing & Editing (1082). Central management begins at supervisory GS-12 for: Audiovisual Production (1071); Illustrating (1020); Photography (1060); Visual Information (1084). Also centrally managed by the PACFMP are supervisory GS-12 and above General Arts & Information (1001) and Miscellaneous Administration and Program (0301) series positions with PA functional account codes (FACs), and GS-7 and GS-9 PA PALACE Acquire positions.

12.3. EXEMPTION FROM CENTRALLY MANAGED. Requests with justification must be submitted through the MAJCOM PA Director (or equivalent) to the PA career field team (CFT) chief, who will provide a recommendation to the PA civilian career field manager for decision.

12.4. FILLING VACANCIES. Vacancies for centrally managed positions must be advertised internally (except for approved management-initiated reassignments; see [para 12.5](#)). In some cases, such as hard to fill locations, the PA CFT chief may also approve external advertisement. As an alternative to advertising, selecting supervisors may choose from a list of centrally managed PA civilians vectored to that level of position by the PA Development Team. All means for filling positions other than through internal advertisement only, must be approved in writing by the PA CFT chief before establishing a Request for Personnel Action; the PA CFT approval must be attached to the RPA.

12.5. MANAGEMENT-INITIATED REASSIGNMENTS. Public Affairs employees may be reassigned from one centrally managed position to another, not of a higher grade, provided that the employee meets minimum qualifications. Assignment cannot be to a position with known growth potential. The requesting official will submit a request to the PA CFT chief, who will confirm employee eligibility, ensure appropriate coordination between gaining and losing organizations and MAJCOMs, and process a fund cite request, if required. The PA civilian CFM is the approval authority for assignments at GS-13 or above; the PA CFT chief is the approval authority for positions at GS-12 and below.

12.6. PERMANENT CHANGE OF STATION (PCS). PCS costs will be paid for all centrally managed positions (subject to available funds). PCS statements must be included on all vacancy announcements when applicable.

12.7. RELOCATION BONUS. A relocation bonus may be offered for competitive fill actions, management reassignments, and non-competitive promotions that are determined and approved hard to fill and high cost of-living areas for centrally managed positions (subject to available funds). Organizations must obtain PA CFT approval prior to submitting the RPA. Relocation bonus statements must be included on all job announcements when applicable. Approval will follow AFPC guidelines. Only internal candidates are eligible to receive a relocation bonus.

12.8. CAREER MOBILITY. Career mobility includes local rotational assignments and geographic relocation. PALACE Acquire interns and PACFMP participants occupying specific career-broadening or career-enhancing positions and those completing long-term training will sign geographic mobility agreements. Career mobility is highly encouraged and considered integral to civilian development and career progression.

12.9. LEADERSHIP DEVELOPMENT. Refer to [Section 1.14](#) for information on Leadership Development.

12.10. TRAINING & DEVELOPMENT. The CFT funds and administers selected leadership and management training. Sponsored training will be established annually in the Training and Development Course List at the AFPC Website. (Also refer to [Chapter 1 Section F](#)).

12.10.1. Tuition Assistance (TA). The PA CFT offers tuition assistance to eligible centrally managed personnel who may apply for part-time undergraduate (bachelor's) or part-time graduate (master's) studies. Tuition assistance does not fund the cost of registration, books or fees.

12.10.2. Career Broadening (CB) Program. The PA CFT offers career broadening opportunities. The PA Development Team determines candidate eligibility. Refer to [Chapter 1](#) for general information on the AF career broadening program.

12.10.3. PALACE Acquire Intern (PAQ) Program. The PA CFT is responsible for the recruitment, development, and training of all PA PAQ interns. Intern training is funded and administered by the PA CFT. The PAQ program is governed by AFI 36-602. Personnel should contact the PA CFT for program specifics.

12.10.4. Developmental Education. Civilian Developmental Education (CDE) opportunities are available to the PA community. Individuals in centrally managed positions may apply for Intermediate Developmental Education, Senior Developmental Education, Academic, and Experiential programs. The PA Development Team (DT) reviews CDE applications annually during the May DT meeting, and makes recommendations to the CDE board. More information on CDE can be found at the AFPC Force Development website.

12.11. CAREER PATH. Current career path diagrams are posted in MyCDP on the Air Force Portal.

Chapter 13

SAFETY CIVILIAN CAREER FIELD MANAGEMENT PROGRAM (SCCFMP)

13.1. FUNCTIONAL ADVISORY COUNCIL (FAC) STRUCTURE. The Safety Civilian Career Management Program (SCCMP) Advisory Council structure provides oversight of the safety civilian workforce. The advisory council ensures the safety civilian workforce is developed in a manner to produce effective leaders through planned development activities, and that career paths are clear and compatible with opportunities and Air Force requirements. The Advisory Council addresses force development in addition to career field management initiatives and issues impacting the safety career field. The FAC will be chaired by the Functional Authority (AF/SE). The Functional Authority may delegate the FAC Chair responsibility to the Functional Manager (AF/SED) as in accordance with AFI 36-2640, *Executing Total Force Development*. The duties and responsibilities of the Functional Authority, Functional Manager, Career Field Manager and AFPC Career Field Team are also contained in AFI 36-2640.

13.1.1. The FAC will be comprised of the following voting members:

13.1.1.1. The Functional Authority (FA) – AF/SE.

13.1.1.2. Functional Manager (FM) – AF/SED.

13.1.1.3. Civilian Career Field Manager (CFM) – AF/SEM.

13.1.1.4. Enlisted Career Field Manager – AFSC/CDM.

13.1.1.5. MAJCOM Civilian Career Field Managers.

13.1.2. The FAC will also be comprised of the following nonvoting members:

13.1.2.1. AFPC Safety Career Field Team (CFT) Chief or rep.

13.1.2.2. Safety Program Assistant.

13.2. SAFETY DEVELOPMENT TEAM STRUCTURE. The Safety Development Team (DT) will be chaired by the Safety Functional Manager (AF/SED) and includes oversight of the centrally-managed civilian safety program. The DT addresses career management initiatives and issues impacting the safety career field and provides recommended developmental vectors. The Safety DT will consist of the FM (AF/SED) who also serves as the senior civilian in Safety, the Career Field Manager (AFSC/SEM), MAJCOM Civilian CFMs, a representative from AF/SEI, the Safety Enlisted Career Field Manager, the AFPC Safety CFT Chief, and other representatives as determined by AF/SED.

13.3. EXECUTIVE PANELS. The DT Chair may appoint executive panels as necessary to assist, design, implement, and maintain the program as needed.

13.4. CENTRALLY MANAGED POSITIONS. The SCCMP will centrally manage all AF positions at grades GS-09 through 15 (and equivalent Pay Bands) in primary (or shared) Series 0017, *Explosives Safety*; 0018, *Safety and Occupational Health Management*; 0019, *Safety Technician*; 0803, *Safety Engineering*; 1815, *Air Safety Investigating*, and specified 0301, *Miscellaneous Administrative and Program Series*. The AF/SE, AF/SED, and/or the CFM may elect to change the scope of the program operations and expand coverage as needed.

13.5. CAREER MOBILITY. Personnel appointed to GS-15 and/or equivalent Pay Bands may be required to execute a mobility agreement. Interns, career broadeners, and registrants in long-term training will be required to execute a written mobility agreement which may require geographic mobility to follow-on assignments. Except as provided in AFI 36-202, geographic mobility is a voluntary feature of the Safety Career Field. Reference AFMAN 36-606, *Air Force Civilian Career Program Management, Chapter 1, Section 1B – Career Program Participation, Paragraph 1.9.*

13.6. "HARD-TO-FILL" LOCATIONS. The Safety CFT will work with the selecting official to recommend additional recruitment options when a centrally managed position meets the criteria for designation as "hard-to-fill." This may include, for example, using external recruitment sources, issuing multiple grade/band-level referral certificates, or determining a recruitment/relocation incentive to increase the applicant pool. The Relocation Incentive Program is centrally funded and managed by the Director of Civilian Force Integration, and administered by the CFT. Only internal AF candidates are eligible to receive a relocation incentive. Approval for incentive(s) will follow AFPC guidelines.

13.7. EXTERNAL/INTERNAL RECRUITMENT. All requests for external recruitment must include internal recruitment UNLESS the fill request is for a temporary and/or overhire position. The use of competitive examining, such as Delegated Examining Office (DEO) Office of Personnel management (OPM) or Alternate Certification actions must be approved by the Safety CFM through the Safety CFT before submitting the RPA for fill. Prior to selecting a DEO candidate, the selecting official must provide justification to the CFM through the CFT as to how/why all internal/external candidates were not selected. External fills that do not include DEO do not require CFM approval. Internal recruitment only is authorized.

13.7.1. TEMPORARY/OVERHIRE POSITIONS. The recruitment for temporary/overhire positions does not require CFM approval. Temporary/overhire positions are not centrally-managed and PCS costs will not be authorized for these same positions. Non-appropriated fund (NAF) and term positions are considered external candidates for recruitment purposes. External recruitment only is authorized

13.7.2. EXEMPTION FROM NORMAL CAREER FIELD REFERRAL PROCEDURES. An Alternate Certification request requires pre-approval by the CFM through the CFT prior to submission of the RPA. This process will allow full consideration of the implications of force development/force management and/or DT vectoring. If normal referral recruitment procedures do not produce a viable candidate, a supervisor may request an exception to fill the position internally via an Alternate Certificate request.

13.8. MANAGEMENT Initiated Assignments. Management-initiated actions or reassignments affecting centrally-managed positions that involve a geographic move (PCS) or is between MAJCOMs must be approved by the CFT through the CFM. The CFM approves reassignment or change to lower grade/pay band from a non-centrally-managed to a centrally-managed position. The CFT will be notified of all management-initiated reassignments through receipt of the Request for Personnel Action submitted through DCPDS. Prior to submission of the RPA, the requesting official must submit a written request to the CFT. The request must include the position, series, grade, title, office symbol, position description, candidate's name and SSN. The CFT will obtain CFM approval, and assist with providing a fund cite, if necessary. Provisions of AFMAN 36-203, *Staffing Civilian Positions*, apply.

13.9. CAREER PATH. The Safety Career Master Development Plan (SCMDP) reflects the normal entry level, either through an intern program, or a locally administered hiring process. Individuals advance through progressively complex assignments, which may include career broadening assignments or rotational training assignments at the mid-management level. See [Figure 13.1](#), Master Development Plan and [Figure 13.2](#), Safety Career Development Plan.

13.10. TRAINING AND DEVELOPMENT. Factors considered for funded training are: time in grade, education, past experience, mission relevance, previous SCCF funded course completion and mission needs. The CFT centrally funds and administers select leadership, management, executive and professional development programs. Additionally, the CFT will ensure the FM, through the CFM, remains abreast of training and development opportunities, selections, and funding. Reference AFMAN 36-306, *Chapter 1, Section 1F – Training and Development*. See [Figures 13.3 – 13.5](#), Tactical, Optional, and Strategic Development Templates.

13.10.1. Career Broadening (CB). The FM and/or the CFM will determine the location of safety Career Broadening (CB) positions and may place CB positions anywhere appropriate in the Air Force to meet corporate developmental needs. The CFM serves as selection official for applicants into the CB program. The FM serves as final approval authority through consultation with the FA, if necessary. Career broadening positions are normally filled through management reassignments and individuals will normally serve an AFPC-approved CB tour for a maximum of 30 months. Individuals selected for a safety CB assignment must sign a Memorandum of Agreement (MOA) before AFPC selection/assignment actions are initiated. All selections will be finalized by the CFM or CFT Chief's signature on the Memorandum of Agreement (MOA). The follow-on assignment will be a pre-determined permanent position or as indicated in the MOA. The length of assignment will be for a period not to exceed 30 months, beginning with the official date assigned to the career broadening position. The CFT will actively monitor all vacancies 6-months prior to the end of the CB tour. The CFT develops and ensures the accuracy of the CB Development Plan. The development plan is approved by the FA or the designee. The CFM ensures the development plan is documented through periodic follow-up with the supervisor of the Career Broadener. Reference AFMAN 36-606, *Chapter 1, Section 1F – Training and Development, Paragraph 1.38*.

13.10.2. PALACE Acquire (PAQ) Intern Program. The Safety CFT is responsible for the recruitment, development, and training of all SCCF PAQ interns. AFPC/DPIF is the program management office for Force Renewal and the PAQ Intern Management program. The CFM serves as the selection official for applicants into the PAQ program. The FM serves as final approval authority through consultation with the FA, if necessary. The CFM approves placement of all interns upon entry and graduation from the program. The CFT will actively monitor all vacancies 6-months prior to the end of the PAQ assignment to ensure an outplacement location upon graduation from the program. MAJCOMs requesting an intern have a responsibility to place the intern at the end of the 2-year program. However, the CFT will assist with placement efforts should the MAJCOM not have a vacancy. The CFT develops and ensures the accuracy of the PAQ Intern Development Plan. The development plan is approved by the FA or the designee. The CFM ensures the development plan is documented through periodic follow-up with the supervisor of the PAQ. The PALACE Acquire Intern Program is governed by Air Force Instruction 36-602, *Civilian Intern Programs*.

13.10.3. Civilian Development Education (CDE). Individuals may apply for Professional Military Education (PME) or long-term training. PME classes, e.g., Squadron Officer College and Air Command and Staff College are offered through correspondence, in-residence or seminar. Applicants must understand completion of CDE may include a follow-on assignment. The Safety Development Team (DT) will rank-order management-nominated candidates for Air Force-wide CDE competition. The Safety DT will forward CDE nomination endorsed packages to the AFPC CDE Program Manager. All CDE nomination packages are prepared and forwarded to the Air Force CDE Selection Board Panel.

13.10.4. Tuition Assistance. The Civilian Tuition Assistance Program is an Air Force quality-of-life initiative designed to benefit the Air Force mission by providing assistance for job or mission-related courses at accredited colleges and universities taken during non-duty hours. The Safety Career Field will not fund entire degree programs of study but will fund individual mission-related courses as funding permits and IAW appropriate Air Force training guidance. Tuition assistance will not pay for non-instructional costs (i.e., payment for books, computers, or related fees). Assure requested training is appropriate and is a course approved by the Safety CFMT and/or a course on the approved Leadership Development portfolio. The tuition assistance package for each class/course must include a completed SF 182 template, course description from the college catalog, course cost from the college catalog, and the civilian tuition assistance program agreement. For OPM courses, a Student Information Sheet (SIS) must be obtained by the Safety CFMT and sent to AFPC/DPIFDA electronically prior to submitting the SF 182. All requests for tuition assistance must be submitted to the Safety CFMT NLT 30 days prior to class start date. Reference Air Force Instruction 36-401, *Employee Training and Development*, Chap. 9, *Civilian Tuition Assistance Program (CTAP)*; and in this publication Chap 1, Section 1F – *Training and Development*, Paragraph 1.35., *Tuition Assistance*.

13.10.5. Management and Leadership Development Training. The FAC and DT will provide guidance on priorities for centrally-managed training funds.

13.11. SAFETY CAREER MASTER DEVELOPMENT PLAN. See below **Figure 13.1.**

Figure 13.1. Desired Education, Training and Experience.

<u>LEVEL</u>	<u>DESIRED EDUCATION & SELF DEVELOPMENT</u>	<u>DESIRED EDUCATION/TRAINING/EXPERIENCE</u>
Trainee/Intern GS-07	Bachelor's degree for interns; equivalent BS/BA experience for trainees	Safety Specialist; Munitions Systems Specialist; OJT and job assignments to meet specialty training standards skill levels; OSHA Training Institute (OTI); Safety Training Institute (STI); Flight Safety NCO (L3AZR1S071-004); FTD courses; basic data automation (application/operation); other OPM training; Weapons Safety Officer (Intern) (L3AZR2W171-004)
Intermediate GS-09/11 (or equivalent)	Bachelor's or Associate's degree in Safety or related sciences	National Safety Council; OSHA Training Institute (OTI); Safety Supervisor; Aircraft Mishap Investigation Course (WCIP05A); Jet Engine Accident Investigation; Fire Protection and Life Safety (OSHA 207); Technical Transportation of Hazardous Materials; other Federal training courses; technical seminars/workshops; FTD courses applicable to base mission; Environmental Protection Committee members (WMGT004); applicable AFIT courses; other OPM training; Flight Safety NCO (L3AZR1S071-004); Weapons Safety Officer (L3AZR2W171-004); System Safety and Human Factors; System Safety Analysis Course (WCIP06O); Squadron Officer School (SOS) Program offered both in residence at Maxwell AFB AL, and by correspondence through the non-resident online course

<u>LEVEL</u>	<u>DESIRED EDUCATION & SELF DEVELOPMENT</u>	<u>DESIRED EDUCATION/TRAINING/EXPERIENCE</u>
Mid-Management GS-11-13 (or equivalent)	Master's or Bachelor's degree in Safety, Science, or Engineering; continuing education in advanced studies; professional certifications	Squadron Officer School (SOS) Program offered both in residence at Maxwell AFB AL, and by correspondence through the non-resident online course; Air Command and Staff College (ACSC); Defense Management Education and Training (DMET) short courses; Engineer-In-Training (EIT) Refresher Course; OPM management development courses; professional development seminars/workshops; Squadron Officer's School; Safety Managers Course (WCIP05D); Weapons Safety Officer Course (L3AZR2W171-004); Flight Safety Officer Course (WCIP05C); System Safety Management Course (WCIP057); Chief of Safety Course (WCIP05B); applicable AFIT courses
Senior-Management GS-13-15 (or equivalent)	Ph.D.; Master's degree through Air Force Institute of Technology (AFIT) or civilian institution in Safety, Science, Engineering, or Management; continuing education at the graduate level	Air Command and Staff College (ACSC); Air War College; Federal Executive Institute; Management Development Center courses; Industrial College of the Armed Forces; other OPM training; university management courses; professional development seminars/workshops; Chief of Safety Course (WCIP05B)

Figure 13.2. Safety Career Development Plan.

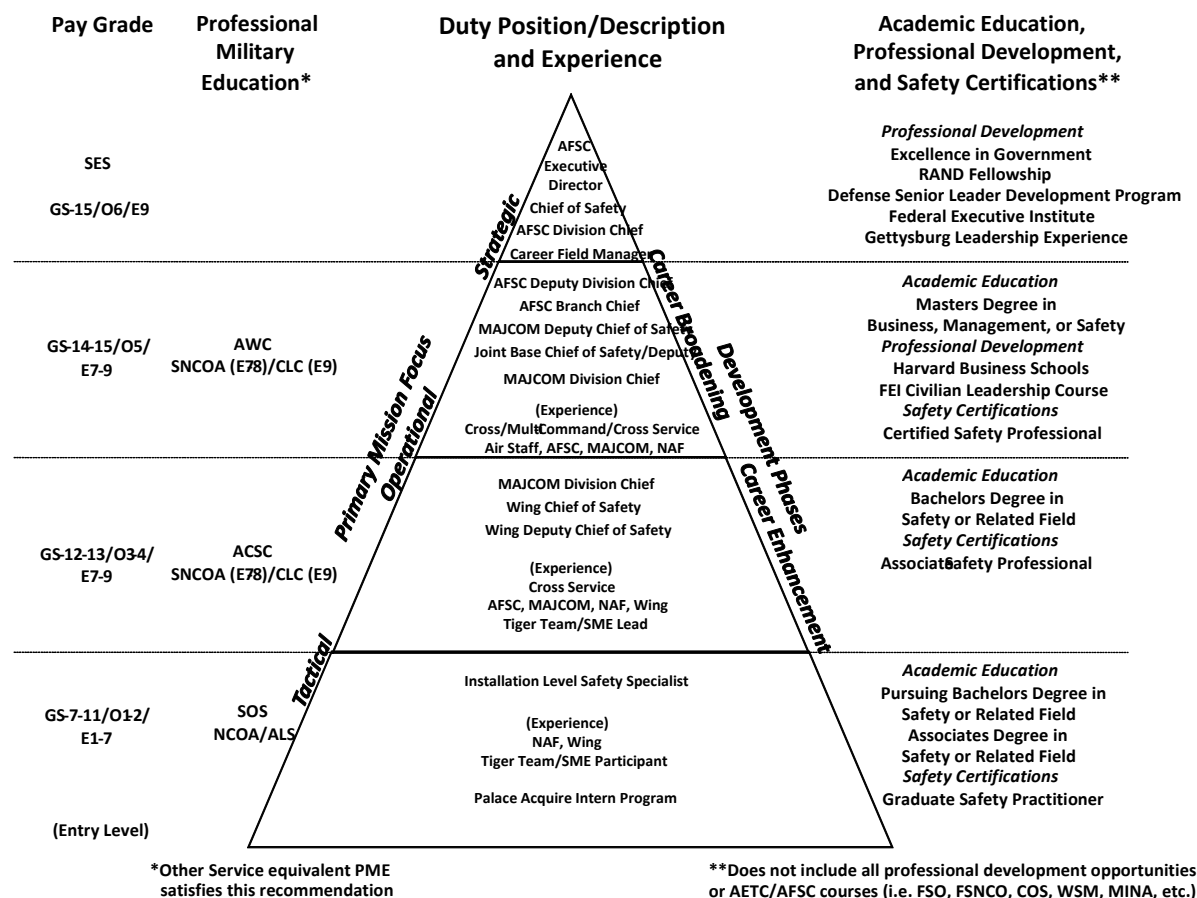


Figure 13.3. Tactical Development Template.

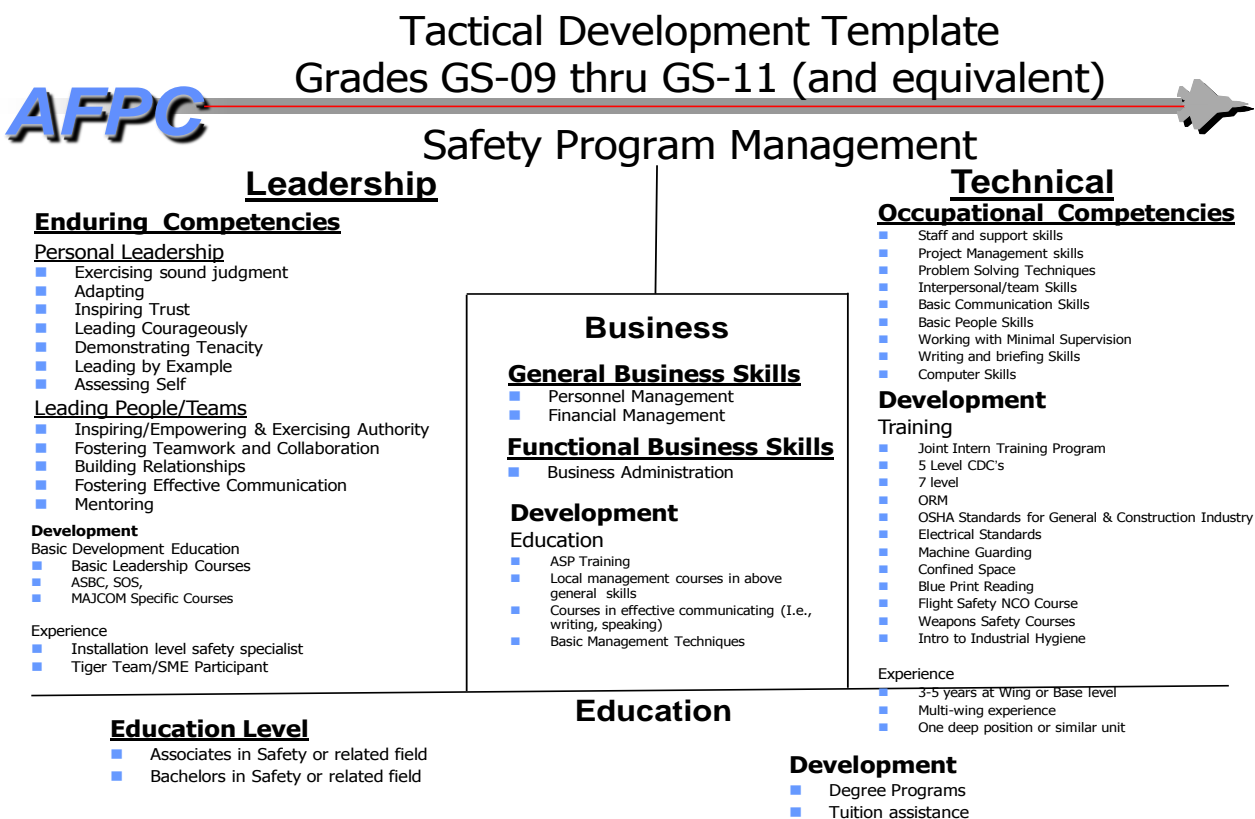
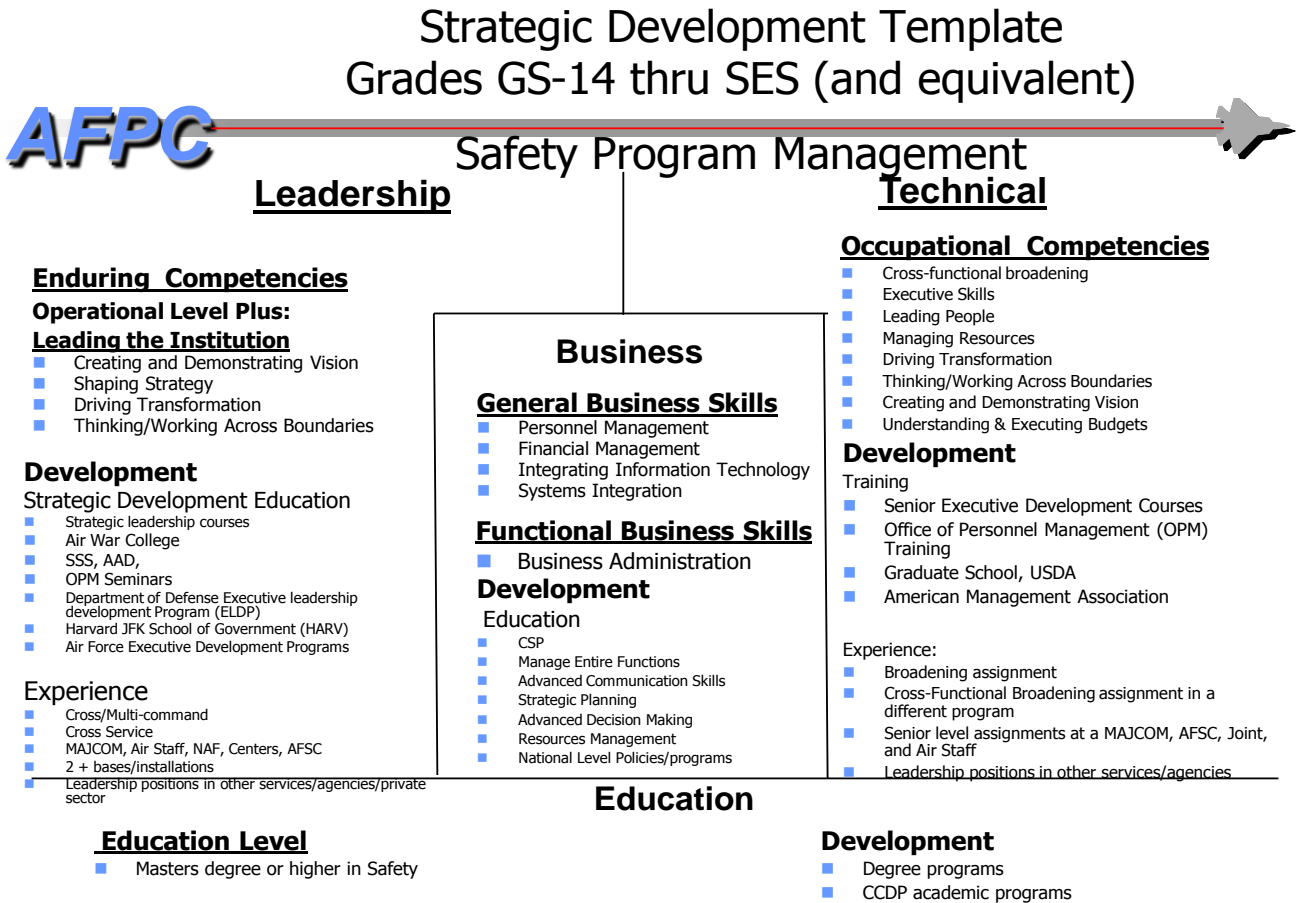


Figure 13.4. Operational Development Template.



Figure 13.5. Strategic Development Template.



Chapter 14

SCIENTIST AND ENGINEER CAREER FIELD MANAGEMENT PROGRAM (SECFMP)

14.1. SCIENTIST AND ENGINEER ADVISORY COUNCIL STRUCTURE

14.1.1. **Chair.** The Chair of the Scientist and Engineer Advisory Council is the Deputy Assistant Secretary (Science, Technology and Engineering), (SAF/AQR), and is the Functional Manager for Air Force Scientists and Engineers (military AFSCs 61SX and 62EX and equivalent civilian occupational series). The Chair may appoint and use panels, committees, and working groups to carry out the functions of the Advisory Council and will approve the selection of functional personnel for the Scientist & Engineer Career Field Team (SECFT) Chief's position.

14.1.2. Advisory Council Members:

14.1.2.1. Chair - Deputy Assistant Secretary (Science, Technology and Engineering), (SAF/AQR)

14.1.2.2. Director, Test and Evaluation, AF (AF/TE)

14.1.2.3. Director of Engineering and Technical Management, Air Force Materiel Command (AFMC/EN)

14.1.2.4. Director of Requirements, Air Force Space Command (AFSPC/A5)

14.1.2.5. Director, Force Development, AF (AF/A1D)

14.1.2.6. Chief Scientist, Air Intelligence Agency (NASIC/CA)

14.1.2.7. Chief Scientist of the Air Force, AF (AF/ST)

14.1.2.8. Commander, Air Force Research Laboratory, Air Force Materiel Command (AFRL/CC)

14.1.2.9. Director, Acquisition Career Management, AF (AF DACM)

14.1.2.10. Director, Studies & Analysis, Assessments & Lessons Learned, AF (AF/A9)

14.1.2.11. Chief of Staff for Logistics, Installations & Mission Support, AF (AF/A4/7)

14.1.2.12. Director, Plans, Programs, Requirements & Assessments, Air Education and Training Command (AETC/A5/8/9)

14.2. EXECUTIVE PANELS. The Advisory Council Chair may appoint executive panels to assist the Council to design, implement, and maintain the program. The panel chairs will be Scientist and Engineer Advisory Council Members. Members of the panels will represent the various scientific and engineering disciplines. The Chair may designate ad hoc panels to meet special temporary requirements. Areas within the purview and influence of the Council include, but are not limited to the following:

14.2.1. **Requirements** - Analyze Air Force Scientist and Engineer skill and population requirements and provide data to the Policy Council for input into Recruiting, Retention, and Career development policies.

14.2.2. Recruiting and Retention - Analyze overall Air Force recruiting and retention policies and develop policies for the requirement and allocation of intern spaces, as well as intern selection, training, and placement.

14.2.3. Force Development - Formulate guidance on the types of training to be provided and the procedures for allocating short-term and long-term training for career program registrants and interns. Force Development also involves identifying positions Air Force-wide to be centrally managed by the SECFT and overseeing the formulation of promotion plans used to screen candidates for position vacancies. Work group members, like panel members, will be senior scientists and engineers from various Air Force locations.

14.3. Career Mobility. In addition to the mobility requirements identified in [Chapter 1, paragraph 1.9](#), all GS-15s (and equivalents under other pay systems) are required to be mobile IAW AFI 36-202. For other centrally managed positions geographic mobility will be a voluntary feature.

14.4. CENTRALLY MANAGED POSITIONS. The SECFT will centrally manage Air Force-wide S&E positions, including designated excepted service positions, in the following categories: 1) all S&E supervisory positions (Air Force Supervisory levels 1–5) at or above the GS-12, IA3, DR 2, NH 3 and NJ 4 level, with the exception of base level Air Force supervisory code 4 positions; 2) all S&E non-supervisory positions in the GS-15, IA5, NH 4, and DR 4 levels. Such positions must also be in one of the S&E occupational series and meet the S&E career field criteria as listed in [Figure 14.1](#). Exemptions from SECFT referral for centrally managed positions may be requested by making a written justification to the SECP. The Advisory Council Chair or designee will serve as the authority for these requests.

14.5. MANAGEMENT INITIATED ASSIGNMENTS FOR CENTRALLY MANAGED POSITIONS.

14.5.1. Assignments Involving a PCS. The S&E Functional Manager must approve these reassignments in advance. The requesting official will send a written request to the SECFT, through the CPS and provide position CPCN, series, grade, title, office symbol, and candidate's name and SSN and justifying reasons for the reassignment. The SECFT will confirm qualifications; determine satisfactory appraisal; confirm awareness of losing and gaining functional managers/supervisors; and obtain Functional Manager approval.

14.5.2. Assignments Not Involving a PCS. The supervisor will notify the SECFT in writing before the action, providing all information required in [paragraph 14.5.1](#) above. Functional Manager approval is not required. In the event a Management Initiated Reassignment is requested for an individual who does not meet minimum requirements as identified in the appropriate series template, a waiver request will be forwarded to the SECFT for review and approval by the designated panel chair or functional manager.

14.6. TRAINING AND DEVELOPMENT

14.6.1. Internships.

14.6.1.1. **Palace Acquire (PAQ) Intern Program.** The SECFT participates in the PAQ Intern Program, which is a centrally-managed and funded recruitment program used to provide resources for hard to fill positions. The S&E PAQ Program is a development and training program that provides two or three-year internships for hard-to-fill positions. The three-year program allows applicants with a Bachelor's degree to receive on-the-job training the first and third years of the internship. During the second year, the applicant attends graduate school full-time and fully paid. The two-year program allows applicants with a Master's degree to receive two years of on-the-job training. Upon completion of the program, interns are promoted to journeyman engineers or scientists. Other entitlements that the program provides are recruitment bonuses, the Student Loan Repayment Program, and non-competitive annual salary increases. Contact the SECFT for more information.

14.6.1.2. **Science, Mathematics And Research for Transformation (SMART) Program.** Scholarship for the SMART Program has been established by the Department of Defense (DoD) to support undergraduate and graduate students pursuing degrees in Science, Technology, Engineering and Mathematics (STEM) disciplines. The program aims to increase the number of civilian scientists and engineers working for the Air Force. The SMART Program is also open to civilian DoD employees. Contact the SECFT for more information.

14.6.2. **Tuition Assistance (TA).** The SECFT will provide funding for employees who are currently in the S&E career field and meet S&E Career Program requirements. Contact SECFT at AFPC, Randolph AFB, TX for details.

14.6.2.1. **Tuition Assistance Funding.** S&E will fund approved tuition and lab fees from accredited college and university courses. All courses must be related to the job or the mission of the organization; must improve individual or organizational performance; and assist an agency in achieving its mission and performance goals. All courses must be graduate level courses; prerequisite undergraduate courses for acceptance into a graduate degree program will not be funded. Acceptable SECFT degree programs include: technical masters degree, technical management masters degree, masters in business administration, masters of art in management, or a technical doctoral degree. Individuals may also apply for one continuing education graduate or undergraduate course per fiscal year (October through September), without a degree program.

14.6.2.2. Funding limitations. Tuition assistance is approved on a first come, first served basis. Submission of a mission-related request for TA does not constitute automatic approval. For individuals currently on acquisition positions, TA pays 100% of tuition costs and lab fees. For individuals on currently non-acquisition positions, TA pays 75% of tuition costs and lab fees. Also, as per AFI 36-401, Chapter 9 rules, effective 1 Jul 05, non-acquisition limits cannot exceed \$187.50 per semester hour, \$124.50 per quarter hour, or \$3,500 per fiscal year. TA will not exceed a lifetime limit of \$18,000 for a masters and \$30,000 for a doctoral degree. TA will not be provided, in whole or in part, for courses for which the employee is receiving other federal or state tuition subsidies such as Veterans Administration educational benefits, scholarships or grants, etc.

14.6.3. Scientist and Engineer Career Development Guide. SAF/AQR develops and maintains a Scientist and Engineer Career Development Guide to guide scientists and engineers toward the experience, education, and training important for successful performance and career progression. The development guide suggests education and self-development activities, desired training, and typical assignments for entry-level, technical and managerial track scientists and engineers. Visit the SAF/AQR web page on the Air Force Portal to view the development guide for the Scientist & Engineer career field.

14.6.3.1. S&E Career Paths. There are three career paths for the scientist and engineer workforce to pursue -- Technical Expert (to ST/SL), Manager/Leader (to SES), and Senior Leader (to SES) path. These path and their definitions are found in [Figure 14.2](#).

14.6.3.2. S&E Career Planning Diagram. This is the S&E career planning roadmap. The SECFT develops and maintains an S&E career planning diagram to guide civilian S&Es toward the experience, education, and training important for successful performance and career progression. The career planning diagram suggests education and self-development activities, acquisition certification levels, desired training, and typical assignments for entry-level, mid-level, and senior-level S&Es. The base of this pyramid conveys that S&E employees must have a solid foundation in the technical side to expect a successful career regardless of the path of preference. The S&E career planning diagram is at [Figure 14.3](#).

14.6.4. S&E Development Teams. In January 2005 the Scientist and Engineer Advisory Council (SEAC) established two S&E development teams to review individual career development plans and provide their best career development advice (called vectors). The Senior Development Team (SDT) is comprised of S&E SESs and general officers across the S&E community. The SDT provides force development guidance to S&E GS-15 and equivalent grades. The Intermediate Development Team (IDT) is comprised of S&E GS-15 and equivalent grades and provides force development guidance to S&E GS-12-14 and equivalent grades.

14.6.5. S&E Executive and Intermediate Leadership Development Initiatives (S&E ELDI and ILDI). S&E ELDI and ILDI are GS-15/equivalent and GS-14/equivalent corporate reassignment processes through which critical, S&E leadership positions are filled with aspirants who are developing their careers based on the SES Accessions Template. S&E ELDI and ILDI selections are intended to provide experience in the areas of technical, organizational, or functional breadth, as well as significant leadership challenges. Many of Air Force's most important S&E leader positions have been designated for corporate-management using these initiatives. S&Es who are approved for inclusion in the S&E ELDI or ILDI reassignment candidate pools are considered for S&E ELDI or ILDI position vacancies, and there is no penalty if they decline consideration for a particular position or location. S&E ELDI and ILDI assignment tenures are planned for two to four years. The invitation for S&Es to opt-in to be considered for the S&E ELDI or ILDI is usually linked with the annual GS-15 /equivalent SDT cycle and the annual supervisory GS-14/equivalent IDT cycle. Approved S&E ELDI and ILDI candidates must meet the SDT or IDT criteria for experience and credentials, and they must be available for a reassignment as determined by the SDT or IDT. Prerequisites for S&E ELDI and ILDI candidate consideration are: 1) an advanced degree and 2) a strong willingness for geographic mobility. Contact the SECFT for more information.

14.6.6. Career Broadening. Refer to [Chapter 1](#) for general information on the AF career broadening program. The SECFT provides career broadening opportunities to develop individual's needs and capabilities. The assignments are normally no more than 30 months in length at select Air Force Installations determined by the Scientist and Engineer Advisory Council. A mobility statement is a prerequisite for the Career Broadening Program.

14.6.7. Developmental Education. Civilian Developmental Education (CDE) opportunities are available to the S&E community. This encompasses Academic, Intermediate Developmental Education, Senior Developmental Education, and Experiential programs. The S&E Development Team (DT) reviews Civilian Developmental Education applications and makes recommendations to the CDE board. Contact the SECFT for more information. The SECFT also sponsors individuals to the Management Development Center (MDC) courses for those individuals that have been identified by the DT through the vectoring process.

Figure 14.1. Scientist & Engineer Career Field Criteria.

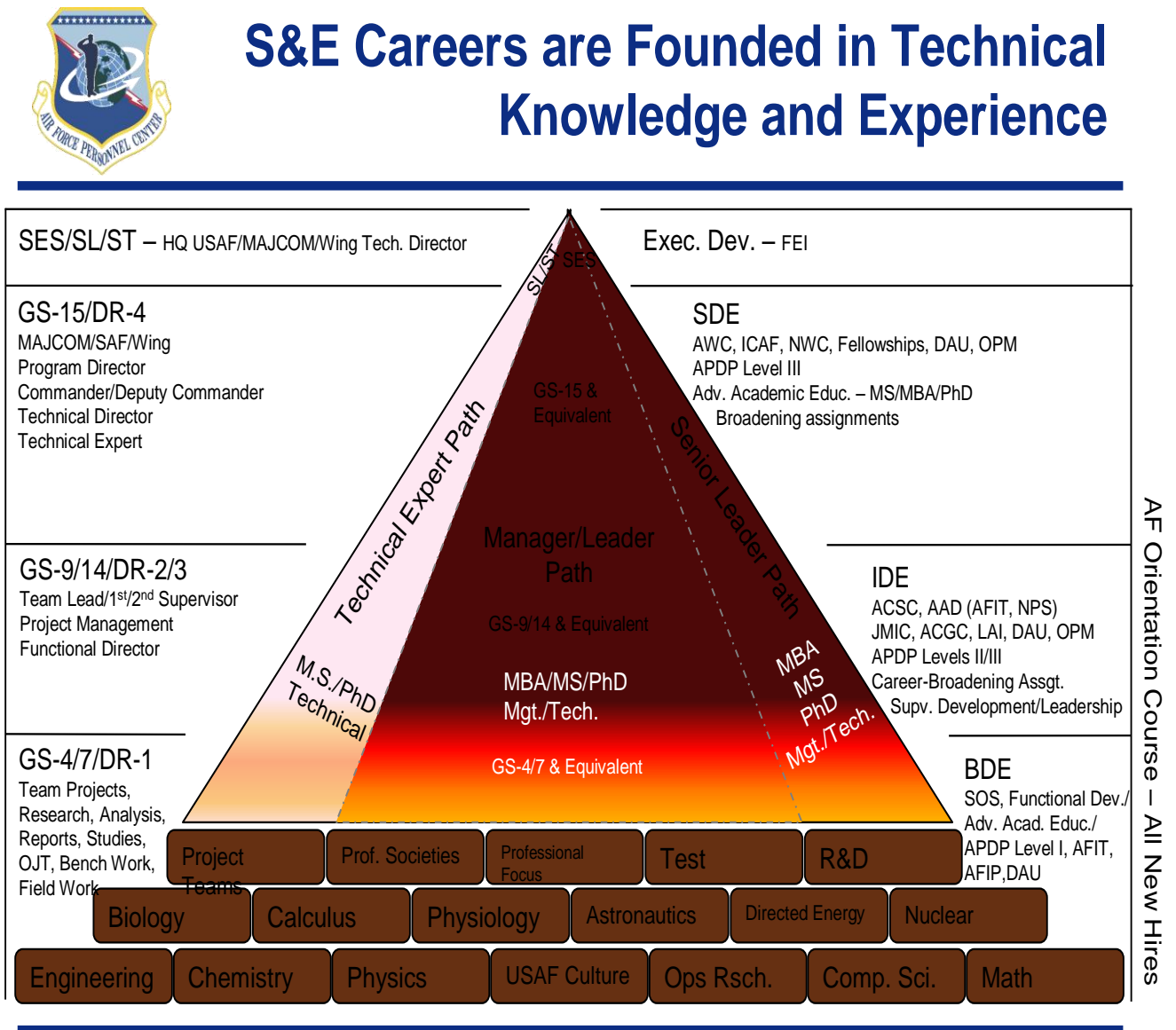
SCIENTIST & ENGINEER CAREER FIELD					
<u>Occ Series</u>	<u>Series Title</u>	<u>Exclu sive</u>	SHARED POSITIONS		
			<u>Shared</u>	<u>Criterion--Is a S&E Position if:</u>	<u>Shared With</u>
0180	Psychologist		x	AFSC is not 42X OR Org Func Code is not MD	Bio Sciences
0190	Anthropologist	x			
0199	Student, Social Science	x			
0301	Administration		x	61XX or 62XX AFSC AND in Org AFPC/DPKCW, SAF/AQR	Across several CF's
0401	General Biological Scientist		x	AFSC is not 32E, 42X OR Org Func Code is not MD, EC OR FAC is not 17X, 44X	Bio Sciences and CE
0403	Microbiologist	x			
0405	Pharmacologist	x			
0413	Physiologist		x	AFSC is not 42X OR Org Func Code is not MD	Bio Sciences
0414	Entomologist		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0415	Toxicologist		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0440	Geneticist	x			
0470	Soil Scientist	x			
0601	General Health Scientist		x	AFSC is not 42X OR Org Func Code is not MD	Bio Sciences
0602	Medical Officer		x	AFSC is not 44X, 45X OR Org Func Code is not MD	Medical Corps
0660	Pharmacist		x	AFSC is not 42X OR Org Func Code is not MD	Bio Sciences
0662	Optometrist		x	AFSC is not 42X OR Org Func Code is not MD	Bio Sciences
0665	Speech Pathologist		x	AFSC is not 42X OR Org Func Code is not MD	Bio Sciences
0701	Veterinary Medical Scientist		x	AFSC is not 42X OR Org Func Code is not MD	Bio Sciences
0801	General Engineer		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0802	Engineering Technician		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0803	Safety Engineer		x	Org Func Code is not SF, MA	Safety and Logistics
0806	Materials Engineer	x			
0808	Architect		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0810	Civil Engineer		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0819	Environmental Engineer		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0830	Mechanical Engineer		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0840	Nuclear Engineer	x			
0850	Electrical Engineer		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0854	Computer Engineer		x	AFSC is not 33S, OR Org Func Code is not CM	Comm
0855	Electronics Engineer		x	AFSC is not 33S, OR Org Func Code is not CM	Comm
0856	Electronics Technician		x	Org Func Code is DE OR AFSC is not 33S or Org Func Code is not CM	Logistics and Comm
0858	Biomedical Engineer		x	AFSC is not 42X OR Org Func Code is not MD	Bio Sciences

SCIENTIST & ENGINEER CAREER FIELD					
SHARED POSITIONS					
<u>Occ Series</u>	<u>Series Title</u>	<u>Exclusi ve</u>	<u>Shared</u>	<u>Criterion--Is a S&E Position if:</u>	<u>Shared With</u>
0858	Biomedical Engineer		x	AFSC is not 42X OR Org Func Code is not MD	Bio Sciences
0861	Aerospace Engineer	x			
0881	Petroleum Engineer		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
0892	Ceramic Engineer	x			
0893	Chemical Engineer	x			
0894	Welding Engineer	x			
0896	Industrial Engineer		x	AFSC is not 32E OR FAC is not 17X, 44X or ORG Fun Code is not EC. FAC is not 108X or ORG Fun Code is not CA or SE and not more than 50% in skill CDDRMOMCA or CDDRMOMOC or CDDRMOMSD	CE and Manpower
0899	Student, Engineering	x			
1301	Physical Scientist		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
1306	Health Physicist	x			
1310	Physicist	x			
1311	Physical Science Technician		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
1313	Geophysicist	x			
1320	Chemist		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC, MD	Bio Sciences and CE
1321	Metallurgist	x			
1330	Astronomer	x			
1370	Cartographer	x			
1372	Geodesy		x	AFSC is not 32E OR FAC is not 17X, 44X OR Org Func Code is not EC	CE
1399	Student, Physical Science	x			
1510	Actuary	x			
1515	Operations Research Analyst		x	AFSC is not 33X, 65W OR Org Func Code is not CM	Comm and Finance
1520	Mathematician	x			
1521	Math Technician	x			
1529	Mathematical Statistician	x			
1530	Statistician	x			
1531	Statistical Assistant	x			
1540	Cryptographer	x			
1550	Computer Scientist		x	AFSC is not 33X OR Org Func Code is not CM	Comm
1599	Student, Mathematics	x			

Figure 14.2. SCIENTIST & ENGINEER CIVILIAN CAREER PATH DESCRIPTIONS.

The Civilian Technical Expert Path (to ST/SL level)
Civilians may opt to continue on the Technical Expert Path, leading to increased in-depth, technical experience. A few civilians on the Technical Expert path peak at the GS-14 or GS-15 grade level (or workforce project demonstration equivalent); even fewer make it to the Senior Level (SL) or Scientific and Professional (ST) level.
Unlike the Senior Leaders and Manager/Leaders, the Technical Expert aspires to become an expert in a selected field, recognized at the national or international level. As such, this path allows for pursuit of further technical expertise rather than broadening into management. While the goal is eventually to be recognized as an expert, progression through the ranks also allows the Technical Expert to grow. By maintaining technical expertise, the civilian Technical Expert is able to develop and maintain relationships with the communities using that technology, assuring mission requirements are met. Technical Experts tend to strive toward more technical assignments, PhDs, and technical training over management and leadership assignments.
The Civilian Manager/Leader Path (to SES level)
Those who select the Manager/Leader Path will concentrate on both technical expertise and technical management responsibilities. The scientist or engineer will be recognized as a technical expert in at least one discipline, but will also accrue management experience through supervisory positions. If you choose this path, you may serve as a project engineer, team leader, or may supervise several project teams. Progression on this path, with its blend of technical expertise and management skills, can lead to Senior Executive Service (SES) level positions, although the preponderance of those on the path will peak at the GS-14 or GS-15 grade level (or workforce project demonstration equivalent).
Early in an S&E's career, the attributes of the Manager/Leader and Senior Leader are very similar. Those in either group have high performance appraisals, first line supervisory experience, appropriate acquisition professional development program (APDP) level 2 certification and Professional Military Education (PME) through intermediate service school (ISS). In addition, both have excellent communication skills and are able to articulate extremely technical issues to diverse groups. The career paths do not really accrue distinction until around the grade of GS-14 (or workforce project demonstration equivalent).
In contrast, as the Manager/Leader moves past the GS-14 level (or workforce project demonstration equivalent), assignments tend to remain in technical development and technical management, as refinement and development of the specialty continues. Manager/Leaders have advanced degrees, lead organizations and people, and have completed the appropriate PME. The Manager/Leader does not have the level of specialization of a Technical Expert but still retains the technical experience and background, which makes them much more than a generalist.

The Civilian Senior Leader Path (to SES level)
<p>The Senior Leader Path is for S&Es who choose to balance technical depth with breadth of alternate functional experience. Through communications and interactions with other career fields, organizational disciplines and AF operations, the Senior Leader becomes more of a strategist than a technical expert. Technical grounding, management experience, and leadership skills allow Senior Leaders to make the critical decisions that define organizational vision and focus. Their responsibility lies in defining what an organization does, how it operates and how it positions itself for the future. Broadening assignments provide the “big-picture” view, equipping these leaders with a variety of experiences to progress as high as the SES level. The civilian Senior Leader is nurtured through Civilian Leadership Development and Civilian Competitive Development Programs, as well as the Executive Resources Board.</p>
<p>Like the civilian Manager/Leader, as Senior Leaders progress past GS-14 (or workforce project demonstration equivalent), they have further refined and expanded their skills and competencies. They are able to lead people and to lead change within their organizations, and have held second level supervisory positions. In addition, they have completed Senior Service School and have a technical as well as a business Master’s degree. As they progress, their assignments lead to career-broadening opportunities, such as Program Management or Strategic Planning and continue to broaden beyond technical expert and excel in all jobs.</p>

Figure 14.3. SCIENTIST & ENGINEER CIVILIAN CAREER PLANNING DIAGRAM.*Right Person, Right Place, Right Time*

Chapter 15

SECURITYCAREER FIELD MANAGEMENT PROGRAM (SCFMP)

15.1. FUNCTIONAL ADVISORY COUNCIL (FAC) STRUCTURE. The Council is chaired by SAF/AAP, as the Security Functional Manager. The Career Field Manager will be the Vice Chair. The Chief, Security Career Field and Security Career Field (SCF) Personnel will participate in Council meetings in an advisory capacity and serve as primary interface between the Council and the Directorate, Civilian Force Integration (AFPC/DPI). The Chief, SCF will maintain current membership rosters. Council membership is comprised of the senior civilian 0080 from the following organizations/agencies:

SAF/AAP(Chair)	AETC/IP	AF/A2RS
ACC/IP	AFCAF	AFSFC
AFMC/IP	AFRC/IP	AFSOC/IP
AFSPC/IP	AFISR	AMC/IP
ANG	NRO/OS	PACAF/IP
SAF/AAZ	AFE/IP	AFGSC/IP
AFOSI	AFDW	

15.2. CAREER FIELD MANAGERS (CFM). The security civilian career field consists primarily of employees in job series 0080/0083/0085/0086. Under the single career field there are two career field managers; one for security personnel (0080/6) and one for law enforcement personnel (0083/5). SAF/AAP designates the CFM for security personnel and AF/A7S designates the CFM for law enforcement personnel.

15.3. ADVISORY COUNCIL PANELS: The Council is supported by a standing Force Development Team (DT). The Advisory Council Chairperson/Vice Chair will appoint panel chairpersons and members. Panel activities will be guided by formal charters. Panels will convene at the call of the Advisory Council Chairperson/Vice Chair to address and make recommendations on appropriate career program issues.

15.3.1. Development Team: This charter gives authorization to the Security (0080) Force Development Team through the Security Advisory Council to provide the necessary tools and guidance to career development program participants, offering them unique opportunities at the tactical, operational, and strategic development levels. Implementation will be realized through a series of decisions that provide deliberate and rewarding challenges in education, training, and experience across the Air Force and DoD. The overall result will be a highly educated corps of civilian security professionals with broad experience and superior leadership skills ready to carry the Air Force well into the next century.

15.3.2. The Security Functional Manager (FM) (SAF/AAP) will chair the FDT and represent HAF/DRU security specialists. The Security Career Field Manager (CFM) will be designated by the FM, will co-chair the FDT, and will represent security specialist personnel from within their respective organization/MAJCOM/Agency. All voting members of the FDT will be comprised from AF positions designated as Strategic. FDT membership will

represent AF security specialists from across the spectrum of multi-disciplines, organizations, and functions. Therefore, the FDT will consist of a permanent representative from the AFCAF, AF/A2RS, AFISRA, SAF/AAZ and NRO in addition to a representative from the top four (4) MAJCOMs based upon the population of 0080 personnel serviced by that MAJCOM. AFSFC will be included as a representative so long as the FDT represents 0083 and 0085 personnel within Security Forces or AFSFC has a population of 0080s in comparison to the top four MAJCOMs. There will be two additional seats on the FDT comprised of membership from the remaining MAJCOMs on a two year rotational basis. Voting members are limited to the senior Air Force civilians (GS-15 or DCIPS pay band equivalent) from the following MAJCOMs/Agencies. Voting Members will be derived from:

SAF/AAP	A2S/AF ISR	AFCAF	NRO
SAF/AAZ	AETC	AFGSC	AFMC
AFSFC	AFSPC	AMC	AFRC
PACAF	USAFE	AFSOC	ACC

15.3.3. Roles and Responsibilities: Areas within the purview and influence of the Security (0080) Force Development Team include, but are not limited to:

15.3.3.1. Provide vector to force development participants on Career Development Plans (CDPs), mentoring, accessions, educational opportunities, career development, career broadening, and career-path issues.

15.3.3.2. Prepare and implement a professional development methodology. Provide feedback on policy issues, career field issues, etc, affecting force/career development to the Security Advisory Council and Functional Manager.

15.3.3.3. Provide candidate fill position recommendations to selecting officials in conjunction with vectoring responsibilities above.

15.3.3.4. Other duties as assigned by the Security Advisory Council.

15.4. CAREER MOBILITY. The SCFP strongly encourages mobility for all employees. Mobility provides employees a major avenue to acquire depth and breadth of experience for career progression and managerial development; it provides management with a pool of individuals who have clearly demonstrated the potential for continued growth and broader responsibility. Mobility between functional areas within the security career field is critical to achieving the multi-disciplined workforce demanded by current mission requirements. While mobility does not always require geographic relocation, geographic relocation provides optimum experiences. Therefore, geographic mobility is encouraged through voluntary assignment preferences, but may also be required in the best interest of the Air Force. Employees in GS-14 and 15 (and equivalent) positions are subject to worldwide mobility.

15.5. EXTERNAL APPLICANTS. External applicant referral certificates will be provided to supplement Internal applicant referral certificates for (grades 09- 13 and equivalent DCIPS pay bands) when requested by the Selection Official. For grades GS-14 and GS-15 and (DCIPS equivalent pay band), the Selection Official must request approval to consider candidates from external sources from the FAC Chair prior to the issuance of a referral certificate.

15.6. MANAGEMENT INITIATED ASSIGNMENTS. Management-initiated assignments at the same or lower grade, into any centrally managed position, requires advance coordination with the CFT. Prior approval of the FAC Chair is required if the assignment involves a PCS.

15.7. LEADERSHIP DEVELOPMENT. Refer to [Section 1.14](#) for information on Leadership Development.

15.8. TRAINING AND DEVELOPMENT.

15.8.1. **Training.** The SCFP will provide central funding and administration of selected short term and LTT as identified in the Training and Development Course Listing on the AFPC Website. The program will fund courses designed to satisfy managerial and executive development needs. Local managers will fund and administer other types of training. (Also refer to [Chapter 1 Section F](#)).

15.8.1.1. Tuition Assistance. The program will provide funding on a competitive basis for tuition assistance for mission related accredited college and university courses using the procedures identified in the AFPC Website. and the following priorities:

15.8.1.1.1. Priority I- Employee assigned to a centrally managed position for undergraduate courses.

15.8.1.1.2. Priority II- Employee assigned to a centrally managed position for graduate courses.

15.8.1.1.3. Priority III- Employee assigned to positions in designated feeder series (083/085//086/Air Reserve Technicians).

15.8.1.1.4. Priority IV- Other program participants.

15.8.2. **Career Broadening.** The SCFP will administer their Career Broadening program with guidance and direction provided by the DT. The Career Broadening Program is described in [Chapter 1](#).

15.8.2.1. The DT will assign approved career broadening positions to organizations in specific locations, taking into account the Air Force Mission and the broadening needs of the top-ranked candidates. When selected for assignment to one of these positions, the individual normally will serve a period, not to exceed duration of 30 months, with follow-on to a permanent position.

15.8.2.2. Approximately six months prior to completion of the career broadening assignment, the CFT will assist in the outplacement of the career broadener through Career Program channels. The CFT will fully coordinate all post broadening assignment actions with the functional community and the gaining and losing servicing CPSs.

15.8.2.3. Selection to a career broadening opportunity does not obligate the vacated position as would formal “return rights.”

15.8.3. **Career Enhancement.** The Advisory Council will approve Career Enhancement positions. Individuals selected for these positions will normally serve a period of three to four years’ duration. Upon entry, the selectee must sign a mobility agreement. Selection to a career enhancement opportunity does not obligate the vacated position as would formal “return rights”. All eligible program employees should consider this position and participate in the special development associated with it.

15.9. CENTRALLY MANAGED POSITIONS. All GS-0080, grades GS-09 through GS-15 (DCIPS pay band equivalents), except Air Reserve Technicians, are centrally managed.

15.9.1. For centrally managed positions within the security career field, selection officials will employ a criterion based selection process. Selection criteria and minimum qualifications will be developed in advance of the vacancy announcement. The criteria will be based on the position requirements as outlined in the Position Description, vacancy notice, and reflect supervisory requirements, pay schedule and/or band. The selection document will be quantitatively based. The Career Field Team (CFT) has recommended, standardized selection form available that can be modified to reflect unique aspects of any position. Custom selection forms may be used, but must contain at a minimum the categories and weighted scores contained in the standardized form and reflect a balanced set of weighted criteria. Ratings will be completed on all applicants and retained for a minimum of ninety (90) days after the selection is complete. Candidates may be selected using both internal and external certifications with the understanding that internal candidates are reviewed and rated before external applicants. Selection will be based on the highest rated cumulative score. Should a tie develop between the highest rated internal and external applicant, the internal applicant will be given preference. Should a selection be appealed, the selection official must provide the applicants rated score, the average, cut off and selection applicant's score coupled with a narrative of the selection process.

15.9.2. Positions identified as Strategic in any category now fall under the review of the Security 0080 Force Developmental Team (FDT) and the CFM. These positions are identified as key senior civilian positions in the Air Force and assignments to these positions require the most stringent review.

15.9.3. The FDT will review all personnel and applicant certificates for Security GS-15 and DCIPS Pay Band 5 positions to include MAJCOM Directors of Information Protection, providing by rank order the top five (5) recommended personnel to the CFM and the selecting official. The selecting official will make the final selection from this list in coordination with the CFM to make the Management Reassignment decision. A waiver for conventional selection will only be approved by the CFM and only in exceptional circumstances.

15.9.4. The FDT, like its military counterpart, has been charged with the responsibility of identifying and selection individuals for career broadening assignments and schools. Unlike their military counterparts, personnel assigned have not had the assurance of appropriate follow-on assignments to effectively use their newly acquired skills and knowledge. The FDT is charged with identifying and recommending placement assignments within the Air Force to the CFM, who in consultation with selecting officials will use Management Reassignment authorities. In addition, this process applies to Palace Acquire Interns and civilians assigned OCONUS without follow-on assignments.

15.10. CAREER PATH. Visit the AFPC Career Program Career Path web page to view the career path for the Security career field.

Chapter 16

SPECIAL INVESTIGATIONS CIVILIAN CAREER FIELD MANAGEMENT PROGRAM (SICCFMP)

16.1. FUNCTIONAL ADVISORY COUNCIL (FAC) STRUCTURE.

16.1.1. The AFOSI Executive Director (AFOSI/CX), or designee, Chair

16.1.2. Approximately 12 voting members, including a senior military officer and civilian AFOSI special agents appointed by the AFOSI Commander. The AFOSI Commander will ensure council composition represents a demographically balanced and diverse cross-section of AFOSI's organizational regions, functional interests, and grade structure

16.1.3. Approximately 12 nonvoting alternates, appointed by the AFOSI Commander, who will attend meetings to become familiar with program procedures and to increase program visibility

16.1.4. Director, Force Management Policy (AF/A1P) or designee

16.1.5. OSI Career Field Team (CFT) Chief (nonvoting)

16.1.6. Deputy, AFOSI Human Resource Management Division (nonvoting advisor on AFOSI personnel issues)

16.1.7. Advisors, appointed by the AFOSI Commander on an as needed basis, will attend meetings to assist the Council with various in-depth career field management/development issues

16.1.8. An executive secretary selected by the Chair from the members/alternates present

16.2. EXECUTIVE PANELS. The FAC Chair will appoint panels to assist the Council in the operation of the career program.

16.2.1. The Training and Development Panel will formulate overall training guidance to include allocation of SICCFMP training funds and candidate selection criteria

16.2.2. The Promotion Plan Panel will identify positions Air Force-wide to be centrally managed by the SICCFMP and will formulate promotion plans used to screen candidates for position vacancies

16.3. CENTRALLY MANAGED POSITIONS. The SICCFMP will centrally manage all AFOSI criminal investigator (OCSRS 1811) positions, grades GS-07 through 15 (and equivalents under other pay systems).

16.4. CAREER MOBILITY. All AFOSI civilian criminal investigators are required to sign a mobility agreement as a condition of employment.

16.5. MANAGEMENT INITIATED ASSIGNMENTS. Prior approval of the FAC Chair is required for all management-initiated assignment actions affecting centrally managed positions.

16.6. LEADERSHIP DEVELOPMENT. Refer to [Section 1.14](#) for information on Leadership Development. See the SICCFMP web site for information on participation in the AFOSI Career Assessment Profile.

16.7. TRAINING & DEVELOPMENT. Factors considered for funded training are: time in grade, appraisal scores, awards, education, past experience, mission relevance and needs, and under-representation. The T&D Panel or T&D Panel Chair will periodically review the Training and Development Program and make recommended changes as needed to meet program objectives. (Also refer to [Chapter 1 Section F](#)).

16.8. CAREER PATH AND MASTER DEVELOPMNT PLAN (MDP). see the SICCFMP web site for the AFOSI career field's Career Path and MDP.

Chapter 17

AF INTELLIGENCE CAREER FIELD MANAGEMENT PROGRAM (AFICFMP)

17.1. FUNCTIONAL ADVISORY COUNCIL (FAC) STRUCTURE.

17.1.1. Voting members;

- 17.1.1.1. Senior AF/ISR Civilian, Chair
- 17.1.1.2. AF/A2D Representative
- 17.1.1.3. Senior AF/A2 Civilian
- 17.1.1.4. AFIAA Representative
- 17.1.1.5. AFISRA Representative
- 17.1.1.6. Air Force MAJCOM/A2 Representative
- 17.1.1.7. AFOSI (Counterintelligence) Representative

17.1.2. Non-voting members:

- 17.1.2.1. Director, Civilian Force Integration (AFPC/DPI)
- 17.1.2.2. AFPC/DPIBF, Career Field Team (CFT) Chief
- 17.1.2.3. AF/A2D, Civilian Intelligence Career Field Manager

17.2. DEVELOPMENT TEAM (DT) STRUCTURE. The DT provides corporate-level oversight of the force development process including implementing and maintaining Air Force, DoD, Intelligence Community (IC) and career field/functional policies. It is charged with reviewing individual career development plans vectoring employees for training, career development and assignment opportunities across the Air Force, DoD and the IC.

17.2.1. Team members:

- 17.2.1.1. Senior AF ISR Civilian, Chair
- 17.2.1.2. AF/A2D Representative
- 17.2.1.3. AFISRA Representative
- 17.2.1.4. AFIAA Representative
- 17.2.1.5. Air Force MAJCOM/A2 Representative
- 17.2.1.6. AFOSI (Counterintelligence) Representative
- 17.2.1.7. Director, Civilian Force Integration (AFPC/DPI)
- 17.2.1.8. AFPC/DPIBF, Career Field Team (CFT) Chief (Advisor)
- 17.2.1.9. AF/A2D, Civilian Intelligence Career Field Manager (Advisor)

17.3. CENTRALLY MANAGED POSITIONS. Within the Air Force, the AFICF centrally manages:

- 17.3.1. All IA-0132-4 and -5's (and equivalents under other pay systems)

17.3.2. All supervisory IA-0132-3, -4 and -5 (and equivalents under other pay systems)

17.3.3. Selected non-supervisory IA-0132-3 as identified by the MAJCOM/COCOM (and equivalents under other pay systems).

17.3.4. Selected non-IA-0132-4 through -5 positions within an intelligence function not covered by another career field (and equivalents under other pay systems).

17.3.5. Intelligence positions in the Air Reserve Technician (ART) Career Program are not covered by the AFICF.

17.4. CAREER FIELD Referral

17.4.1. **Restructured Positions.** Normally centrally managed positions are filled at the target grade. When an organization decides to restructure a position as developmental (regardless if the entry grade is below program coverage), management must provide a written request with justification to the CFT through the servicing Civilian Personnel Section (CPS). The CFT Chief has been delegated the authority to approve/disapprove requests on behalf of the Advisory Council Chair

17.4.2. **Classification Actions.** CPSs may upgrade and fill encumbered positions when the upgrade is due to classification error, new or revised standards, or reconstitution of the incumbent's position and competition is not required. The CPSs must notify the AFICF Team of the action. However, if competition is required, the CPS must forward the request through the CFT for recruitment action.

17.5. EXTERNAL FILLS. Defense Civilian Intelligence Personnel System (DCIPS), allows management to make selections from any source. In addition to generating referral certificates for internal candidates (i.e., current AF civilians), the AFICF allows for referral of all types of external candidates (e.g., transfers from other agencies, reinstatements, and non-status individuals) for any of its covered positions. Therefore, organizations are encouraged to utilize this "one-stop shopping" referral service for external recruitment as well.

17.6. TRAINING & Development

17.6.1. **Competitive Training.** Selections for funded competitive training will consider factors such as relevance of courses to employee's duties and training needs; time in grade; time in service; appraisal scores; and awards. (Also refer to [Chapter 1 Section F](#)).

17.6.2. **Intelligence Community Joint Duty Assignment Program (ICJDA/JDA).** Referred to as a "Goldwater-Nichols for intelligence civilians," JDA is a community-managed assignment program designed to promote and encourage two- to three-year rotational assignments as details across Intelligence Community (IC) functions, positions, and geographic locations. The JDA is designed to provide civilian employees with increased breadth/depth of experience and a broader understanding of IC missions and functions. The JDA builds and sustains a professional civilian intelligence corps with a community perspective similar to that gained by military personnel through their joint assignment requirements. The JDA infuses new perspectives, knowledge, and expertise into participating organizations. The AF Intelligence CF Team administers AF participation in the ICJDA. Contact the AFPC Intelligence CFT at 210-565-4587/1982 or DSN 665-4587/1982 for more information.

17.7. CAREER PATH. Visit the Career Field web page to view the career path for the AF Intelligence career field.

Chapter 18

AIR RESERVE TECHNICIAN OFFICER CAREER MANAGEMENT PROGRAM (AOCMP)

18.1. FUNCTIONAL ADVISORY COUNCIL (FAC) STRUCTURE. The Career Management Board (CMB) serves as the Advisory Council for the Air Reserve Technician Officer Career Management Program (AOCMP). AFRC/CC is the Chair and AFRC/CV is the Vice Chair. The Career Management Board is composed of senior leaders appointed by AFRC/CC who assist in developing objectives, requirements, guidance, planned assignments, and career progression for high potential officers, regardless of status, ie. ART, AGR, TR or IMA.

18.2. EXECUTIVE PANELS. Force Management and Development Council (FMDC). The FMDC is established by the Chief, Air Force Reserve to provide inputs for guidance and instruction for all reserve communities. The FMDC is instrumental in shaping, advocating, and monitoring how functional communities execute their force development responsibilities.

18.3. CENTRALLY MANAGED POSITIONS & CAREER PROGRAM REFERRAL.

18.3.1. All ART Officer positions are centrally managed. No other Air Force career program will include ART positions. Filling ART Officer positions will be accomplished through AFRC/A1CSA, who serves as the trusted agent of the CMB. Generally, entry level and trainee positions will be filled from external sources, such as ART Special Examining Unit (SEU) competitive registers, Veterans Readjustment Appointment (VRA), Veterans Employment Opportunity Act (VEOA) of 1998, reinstatement candidates, etc.

18.3.2. Local AFR commanders, assisted by CPSs and AFPC, manage all AFRC positions not centrally managed by AFRC and the career development of AFRC personnel not covered by this program. This includes ART enlisted positions and non-ART positions and the assigned individuals. For AFRC positions/employees not covered by AOCMP, AFPC provides referral certificates to selecting officials through the local merit promotion system or other authorized recruitment sources.

18.4. CAREER MOBILITY/MOBILITY FOR KEY POSITIONS. AFR command-wide geographic mobility is a condition of employment for all ART officer positions. Before assignment for any covered position, each employee or appointee must sign a Mobility Certificate committing to accept assignment to AFRC jobs at other locations. (The form is Air Reserve Technician (ART) Program Certificate of Understanding, AFRC Form 121). The AOCMP places personal and career needs of the individual subordinate only to the best interests of AFRC when determining assignments.

18.5. MANAGEMENT INITIATED ASSIGNMENTS. AFRC/CC/CV are in the direct supervisory chain of all ART officers. All ART officers must sign a command-wide mobility agreement; therefore, AFRC/CC/CV maintains the authority to direct the reassignment of any and all ART officers to positions for which they qualify. All permanent ART officer actions, e.g., reassignment, promotion, change to lower grade, and initial appointment, must be approved by AFRC. The filling of ART officer positions by temporary promotions, which exceed 120 days, is through career program referral. In unusual situations, AFRC/CC/CV may approve reassignments/ change to lower grade outside the auspices of the career program [the employee would not be entitled to pay retention, Relocation Services (RS) Program, or Home Marketing Incentive Program (HMIP); a PCS may be allowed, but IAW the JTR, Vol. 2, management may elect not to offer a house hunting trip or TQSE].

18.6. TRAINING & DEVELOPMENT.

18.6.1. Employees may acquire training and experience by the following:

18.6.1.1. Classroom instruction, correspondence courses, on-the-job training and self-development.

18.6.1.2. Details and temporary promotions or other assignments.

18.6.1.3. Long Term Training (LTT); college or university short courses; Air Education and Training Command; Air Force Institute of Technology, Office of Personnel Management (OPM) and other government training opportunities.

18.6.2. Developmental Education (DE), (formerly PME) courses are beneficial to career development objectives of ART officers. Officers should plan for and complete DE courses in residence or through seminar or correspondence during appropriate phases of their careers. ART officers may apply for DE in either a military or civilian status. Courses include:

18.6.2.1. SOS. Recommend completion within the first 6 years of the ART officer's career.

18.6.2.2. Air Command and Staff College. Recommend completion of this or another intermediate-level PME course before attaining the reserve grade of lieutenant colonel.

18.6.2.3. Air War College, Industrial College of the Armed Forces, National War College. Completion of one of these or other senior-level PME courses is highly desirable for individuals with top management potential and aspirations.

18.6.3. A vital element in the career progression of ART officers is an active duty assignment under Title 10. Each ART officer should plan for such a tour and actively seek selection, as opportunities are available.

18.7. CAREER PATHS.

18.7.1. **Security.** Series -0080. (Assigned 9)

18.7.2. **Intelligence Specialist.** Series -0132. (Assigned 45)

18.7.3. **Human Resources Officer (Military).** Series -0201. (Assigned 49)

18.7.4. **Air Commander.** Series-0301. (Assigned 43)

18.7.5. **Air Operations.** Series 2181, and 2183. (Assigned 712)

18.7.6. **Mission Support Officers.** Series 0301. (Assigned 41)

18.7.7. **Executive Officer.** Series -0301. (Assigned 55)

18.7.8. **Medical Administrator/Nurse.** Series -0301 and 0610. (Assigned 35)

18.7.9. **Communications/Computer.** Series -2210. (Assigned 8)

18.7.10. **Logistics/Aircraft Maintenance.** Series may include 0340, 0343, 0346, and 1601. (Assigned 173)

18.7.11. **Public Affairs.** Series -1035. (Assigned 38)

18.7.12. **Other** (Space Operations; Combat Operations; Entomologist; Financial Manager; General Engineer; Meteorologist). Series may include 0301, 0414, 0501, 0801, and 1340. (Less than 10 assigned in each career field)

18.8. ART PROGRAM-UNIQUE INFORMATION.

18.8.1. **General Information.** An ART is a full-time civilian employee who, as a condition of employment, must be an active member in the Air Force Reserve unit in which employed. The individual's assigned reserve position is identical to or so closely related to the civilian position that either position substantially requires the same basic knowledges and skills. The military nature of the ART officer position creates a uniqueness that dictates consideration of both the civilian and military aspects of the position. Therefore, determination of assignments includes consideration to the "whole person." All planning and scheduling of assignments will comply with laws and regulations governing civilian employees, despite military responsibilities.

18.8.2. **Goals.** The primary goal of the program is to acquire, develop and retain a qualified, productive and motivated managerial force of ART officers capable of assuring the success of varied and changing missions.

18.8.3. **Objectives.** The objectives of the program are to:

18.8.3.1. Survey projected losses of ART officers in all grades.

18.8.3.2. Consider and resolve the problems involved in filling vacancies.

18.8.3.3. Develop and install a formal, orderly plan for developing capable replacements (Trainee Programs).

18.8.3.4. Assign specific responsibilities for the training of ART officers through selected assignments and formal training programs at the top management level and assure accomplishment of these responsibilities.

18.8.3.5. Identify future personnel requirements from both a quantitative and qualitative standpoint.

18.8.3.6. Identify potential recruitment sources to assure selection, development and placement of personnel to satisfy projected requirements.

18.8.3.7. Provide training and assignments that develop individual capabilities and qualifications and ensure opportunity to compete for advancement.

18.8.3.8. Assure personal counseling and other guidance is available.

18.8.3.9. Assure sensitivity to the goals of the Affirmative Employment Program.

18.8.4. **Terms Explained.** The following terms are applicable only to this program.

18.8.4.1. Air Reserve Technician (ART). A civilian employee of the Air Force Reserve who provides permanent party support to an AFRC unit and occupies an AFRC unit staffing document military position comparable to his or her civilian position. The individual must maintain active membership in the AFRC unit and in the reserve position in which employed as long as he or she occupies an ART position.

18.8.4.2. ART Officer Placement Plan. This plan is a systematic program for career progression through promotional and developmental assignments. The Career Management Board provides guidance for the plan.

18.8.4.3. Career Management Board (CMB). A group of senior managers appointed by the Air Force Reserve Commander or Vice Commander to assist in developing objectives, requirements, guidance, planned assignments and career progression within the ART officer program. The CMB develops uniform placement criteria for all ART officer positions and centrally rates and ranks candidates for appropriate developmental assignments, PME, etc.

18.8.4.4. Force Management and Development Council (FMDC). A group of senior level managers appointed by the Air Force Reserve Commander or Vice Commander which assists in developing and implementing command direction and guidance for executive and management development.

18.8.4.5. Manager Development Plan. This plan primarily provides guidance for personal training and career development. The FMDC provides guidance for the plan.

18.8.4.6. Senior ART. This is the individual in charge of the Monday-to-Friday operations of an AFRC unit. This may or may not also be the unit commander.

18.8.5. **Affirmative Employment Plan.** This plan, implemented by AFRC, establishes the affirmative employment goals consistent with AF objectives. A program manager monitors progress toward established goals from both internal and external recruitment sources and recommends actions to the AFRC/CC/CV to meet goals and objectives.

18.8.6. **Responsibilities:**

18.8.6.1. The Directorate of Personnel Force Management (AF/AIP) will:

18.8.6.1.1. Provide general guidance for the program.

18.8.6.1.2. Develop overall force structure objectives for the Air Force.

18.8.6.2. AFRC/CC or CV will:

18.8.6.2.1. Serve as the chair of the CMB and the FMDC.

18.8.6.2.2. Provide leadership and direction for the program.

18.8.6.2.3. Appoint members to the CMB, FMDC and other committees, panels or work groups needed to accomplish program goals and objectives.

18.8.6.3. The CMB will:

18.8.6.3.1. Provide guidance and make periodic reviews to determine progress in achieving program objectives.

18.8.6.3.2. Identify specific training courses or development programs that enhance ART officers' capabilities to assume more responsible positions.

18.8.6.3.3. Recommend the FMDC establish courses or programs to meet needs.

18.8.6.3.4. Review recommendations on various aspects of the program and approve, disapprove and make appropriate changes.

18.8.6.3.5. Meet semiannually or at the call of the chair.

18.8.6.3.6. Monitor command-wide placement of ART officers whose positions are to be canceled.

18.8.6.3.7. Monitor command-wide placement of ARTs restoring from Extended Active Duty (EAD) and Active Guard Reserve (AGR) tours.

18.8.6.3.8. Identify and prioritize nominees in either a military or civilian status who are competing for senior level DE.

18.8.6.3.9. As appropriate, advise or augment committees for minority enhancement, process improvement teams, studies etc.

(**NOTE:** The Deputy to the Chief of AFRC conducts a Management Review Board which advises and makes recommendations to the CMB regarding Active Guard Reserve (AGR) officers who left ART officer positions and still have restoration rights.)

18.8.6.4. FMDC. The FMDC will:

18.8.6.4.1. Identify managerial training and development requirements for ART officers.

18.8.6.4.2. Determine training required for specific ART officer positions, in coordination with AFRC functional OPR.

18.8.6.4.3. Identify and prioritize nominees in a military or civilian status who are competing for developmental education (DE) and, as appropriate, other executive and managerial training.

18.8.6.4.4. Use competitive procedures to select employees for courses or programs that may lead to promotion.

18.8.6.4.5. As appropriate, work issues for the CMB, advise or augment process improvement teams, studies, etc.

18.8.6.4.6. Periodically, or at the call of the Chair or Vice Chair, meet jointly with the CMB to discuss and resolve common issues.

18.8.6.5. The Directorate of Manpower and Personnel, AFRC/A1 will:

18.8.6.5.1. Administer the program and serve as technical staff advisor to the CMB and FMDC.

- 18.8.6.5.2. Ensure validity of technical qualification of candidates ranked by the CMB.
- 18.8.6.5.3. Provide career program information to all levels of management and employees covered by the program.
- 18.8.6.5.4. Develop and maintain career patterns and promotion templates in coordination with the CMB.
- 18.8.6.5.5. Evaluate ART officer career opportunities within the total force structure and recommend needed changes to the CMB.
- 18.8.6.5.6. Provide centralized position classification for all ART officer positions.
- 18.8.6.5.7. Advise the CMB and FMDC on program status.
- 18.8.6.5.8. As appropriate ensure inclusion of financial resources to support the program are in the AFRC budget submission.
- 18.8.6.5.9. Develop, document, and implement program operating procedures. (e.g. AFRCI 36-111)
- 18.8.6.5.10. Serve as the office of record for all documentation of CMB and FMDC meetings and actions.
- 18.8.6.5.11. Conduct work force assessments for all ART officer positions.
- 18.8.6.5.12. Identify candidates for all positions according to merit promotion procedures.
- 18.8.6.5.13. Prepare referral certificates and personnel background data.
- 18.8.6.5.14. Issue promotion announcements as appropriate.
- 18.8.6.5.15. Process approval packages on tentative selectees.
- 18.8.6.5.16. Publicize program to the total AFRC work force.
- 18.8.6.5.17. Monitor and evaluate program effectiveness.
- 18.8.6.5.18. Recommend ways to improve the program to AFRC/CC or CV, CMB and FMDC.
- 18.8.6.5.19. Facilitate the transition to new systems (e.g., Modern DCPDS) to provide continued support to AOCMP.
- 18.8.6.6. Servicing CPSs and/or AFPC, as appropriate, will:
 - 18.8.6.6.1. Inform AFRC/A1CSA of changes affecting ART officer positions.
 - 18.8.6.6.2. Ensure appropriate record coding for all covered personnel and positions into DCPDS in a timely manner.
 - 18.8.6.6.3. Send all requests to fill ART Officer positions to AFRC/A1C.
 - 18.8.6.6.4. Code employees' experience records to effect changes generated by skills and other coding guidance.
 - 18.8.6.6.5. Process approved position and personnel actions.

18.8.6.6. Provide other normal, necessary servicing.

18.8.7. **Registration for ART Officer Positions.** Registration in AOCMP is not required.

18.8.8. **Staffing Positions:**

18.8.8.1. As far in advance as possible, the supervisor submits a Request for Personnel Action (RPA/SF-52), to the servicing CPS to fill a position on a permanent basis, unless the unit commander wants to delay the action. The local CPS clears local priorities and routes the RPA to AFRC/A1CSA general inbox (9RHQAFRC-BPR). The AFRC staffer will then clear the Priority Placement Program (PPP) and proceed with filling the existing or anticipated vacancy.

18.8.8.2. AFRC/A1CSA, as requested by the selecting supervisor and CPS:

18.8.8.2.1. Prepares and issues a vacancy announcement, which is open for a specified period of time (e.g., 10 work days) during which time interested Air Force permanent employees nominate themselves for possible consideration. After the announcement closing or cut-off date, AFRC/A1CSA screens candidates based on military and civilian qualifications, and identifies qualified candidates for promotion (or, as appropriate, competitive reassignment/change to lower grade) and refers all qualified candidates to the selecting supervisor.

18.8.8.2.2. AFRC/A1CSA utilizes appropriate personnel systems such as Modern Defense Civilian Personnel Data System (DCPDS), Resumix, Air Force Civilian Personnel Decision Support System (CPDSS), Air Force Reserve (military or BR) Data System, etc. Further detailed guidance will be contained in appropriate AFRC guidance (e.g., AFRCI 36-111).

18.8.8.2.3. As appropriate, obtains an OPM certificate of eligible candidates from the ART SEU or other appropriate sources (e.g., VRA, VEOA, reinstatement, transfer, etc.). Determines each applicant's availability and makes a preliminary review of former and present military status to determine tentative eligibility for Reserve assignment.

18.8.8.2.4. As appropriate, refers candidates from other sources (e.g., VEOA, VRA, reinstatement candidates).

18.8.8.3. AFRC/A1CSA may not refer individuals who have declined a promotion after selection for any other promotion opportunity for 1 year.

18.8.8.4. As appropriate, the selecting supervisor may request the vacancy be re-announced. Appropriate waiting period may be required. (e.g., announce after closing date, 30 days, etc.).

18.8.8.5. Selections are tentative until AFRC approval has been obtained. The servicing CPS/AFPC processes the action.

18.8.8.6. Proposed management-directed assignments to ART officer positions require AFRC approval prior to the action being effected.

18.8.9. **PCS.** AFRC/A1CSA manages centralized funds for the Relocation Services (RS) program portion of PCS moves made under the AOCMP. The appropriate unit funds other entitlements for PCS moves.

18.8.10. **Overseas Assignments & ART Eligibility.** ARTs going to non-ART overseas positions have return rights to their ART position only if they are still militarily qualified. If an ART loses Reserve status, or is unwilling to accept placement into their previous ART position, ARFC will provide return placement into the ART position and take action for an employee who is ineligible or unwilling to maintain active Reserve membership. In determining active Reserve eligibility and continued employment in the ART position, employees will be treated as though they never left the ART position. Employees are not automatically entitled to a non-ART position if they are no longer eligible or willing to maintain Reserve eligibility.

18.8.11. **Supplemental Guidance.** AFRC will provide further guidance/instruction as appropriate (e.g., AFRCI 36-111).

18.8.12. **Form Prescribed:** AFRC Form 121, Air Reserve Technician (ART) Program Certificate of Understanding.

Chapter 19

WEATHER CAREER FIELD MANAGEMENT PROGRAM (WCFMP)

19.1. FUNCTIONAL AUTHORITY. Air Force Deputy Chief of Staff, Operations, Plans, and Requirements (AF A3/5) is the Functional Authority (FA) for the WCFMP.

19.1.1. **Functional Manager.** The Air Force Director of Weather (AF/A3O-W) serves as the Functional Manager (FM) for the Weather Career Field (WCF) and Chairs the WCF Advisory Council. The WCF is comprised of all AF 1340 (Meteorologist) and 1341 (Meteorological Technician) civilians.

19.1.2. **Career Field Manager.** The FM appoints the Career Field Manager (CFM).

19.2. FUNCTIONAL ADVISORY COUNCIL (FAC).

19.2.1. FAC Membership.

19.2.1.1. Director of Weather (Chair)

19.2.1.2. Career Field Manager (CFM)

19.2.1.3. Commander, AF Weather Agency

19.2.1.4. Deputy Director, AF Weather Agency

19.2.1.5. Members representing:

19.2.1.5.1. Major Commands (MAJCOMs)

19.2.1.5.2. Center/Laboratory or comparable organizations with Career Field membership

19.2.1.6. Career Field Team (CFT) Chief (nonvoting, executive secretary)

19.2.2. **FAC Responsibilities.** The FAC addresses initiatives and issues impacting the entire career field. The FAC oversees career field force development and approves career field management initiatives. The FAC provides strategic-level oversight of the workforce to include career field development and recruitment initiatives. The FAC ensures the workforce is being developed in a manner to produce effective leaders. They ensure WCF career development paths are clear and compatible with the needs of the Air Force. The FAC may task the Development Team (DT) or establish a specific panel to develop initiatives and recommendations related to effective management of the WCF.

19.3. DEVELOPMENT TEAM. The WCF FM assisted by the CFM establishes a WCF DT to administer the career field force development process. The DT provides WCF members developmental assessments and vectors for career development that include experiential assignment recommendations. The DT also boards CDE nominations annually to determine which will be approved for submission to the central AF CDE Board. The WCF DT will have two panels.

19.3.1. **Executive Level DT Panel.** The executive level panel, chaired by the FA with membership that includes the WCF FM and selected SES from the FA organizational chain. The Executive DT provides recommended development activity to GS-15 and equivalent level WCF personnel.

19.3.2. Senior Level DT Panel: The senior level panel provides career guidance and vectoring to all other GS 12-14 and equivalent level personnel in the WCF. Panel members are:

19.3.2.1. CFM (Chair)

19.3.2.2. Deputy Director, AF Weather Agency

19.3.2.3. MAJCOM O-6s from the Functional Manager's Military DT

19.3.2.4. GS-15 and equivalents from HAF, MAJCOMs, FOAs, Centers, and Labs with WCF members

19.4. CENTRALLY MANAGED POSITIONS. The WCFMP centrally manages all GS-13 and equivalent supervisory meteorologists (1340) and all GS-14 and GS-15 and equivalent meteorologist (1340) positions.

19.5. MANAGEMENT INITIATED ASSIGNMENTS. All management initiated assignments of WCF centrally managed positions must be approved by the FM. The requesting official will send a written request to the CFT Chief, providing position, series, grade, title, office symbol, and candidate's name. The CFT Chief will confirm qualifications, ensure approval of losing and gaining supervisors, and obtain CFM and FM approval. The CFT will seek centrally allocated PCS funds from AFPC/DPI and request a fund cite. If centrally managed PCS funds are not available, CFT can seek funding from the FM or gaining organization as necessary.

19.6. TRAINING & DEVELOPMENT. The CFT Chief will provide for central funding and administration of selected leadership, management, executive and professional development programs. Nominations for CDE will be submitted in AF annual data calls in conjunction with the CDP/ADP force development process (refer to [Chapter 1, Section F](#)). The CFT Chief, DT, or FAC may also recommend additional unique weather functional training courses be offered by the career field. If approved by the FM, these training courses will be funded using the Weather Program Element.

19.7. WEATHER CAREER FIELD LEVELS OF DEVELOPMENT.

19.7.1. Developmental Level. PALACE Acquire interns enter the career field as a GS-7 or equivalent and upon satisfactory completion of the training program are graduated into a GS-11 entry-level position, generally at the wing/group/squadron level. PALACE Acquire positions may or may not be used by the WCF (dependent on accession needs and availability of permanent placement positions within the WCF).

19.7.2. Tactical Level. Positions are typically technicians (1341) and entry-level professional (1340) positions at the GS 7-11 or equivalent. These positions are typically established within Weather Flights, Squadrons, or Groups. These positions may be identified as Emergency Essential and worldwide deployable.

19.7.3. Operational Level. Positions are typically intermediate level professional (1340) and senior technicians (1341) positions at the GS 9-13 or equivalent. These positions are widely established at all levels throughout the AF. Operational Level positions will be found within Weather Flights, Squadrons, Groups, Centers, Labs, NAF, FOA, DRU, MAJCOM, and HAF. These positions may be identified as Emergency Essential and worldwide deployable.

19.7.4. **Strategic Level.** Senior positions at the GS 14-15 and SES or equivalent are typically positioned at HAF, MAJCOM, LAB, Center, or FOA levels of operation. These positions are all centrally managed by the WCF. The WCF FM is an SES position.

19.8. WEATHER CAREER FIELD DEVELOPMENT PATHS.

19.8.1. **WCF Development Themes (All Career Paths).** Completion of education, both academic degree completion and CDE/PME, are emphasis areas for professional development. Tactical level and early operational level development focuses on individual professional and technical proficiency. Operational and strategic level development adds focus on Intermediate through Senior CDE/PME, advanced academic degree completion, supervisory experience and depth and breadth of job experiences within the functional career field, as well as corporate breadth at multiple organizational levels of the AF.

19.8.2. **Operational Weather Career Path.** This weather career path's primary focus is on characterizing the environment and assisting AF and Army operators with the ability to exploit and optimize mission planning and execution based on the effects of weather on both friendly and threat force operations. Positions at both tactical and operational levels of development are found at base level and in weather squadrons or groups. Base and level positions primarily focus on the supported units' missions. Positions at Operational Weather Squadrons and Groups primarily focus on theater/regional, functional mission areas, or providing worldwide reach-back operational weather support. These positions employ both weather technicians (1341) and professional meteorologists (1340). This development path normally plateaus at the GS 12/13 level for 1340s and at the GS 9/10 level for 1341s. This career path is an ideal development track that can feed both the Technical Expert Career Path and Management/Leader Career Paths described below.

19.8.3. **Technical Expert Career Path.** This weather career path spans operational level to strategic level positions with a focus on technical expertise. Professional positions (1340) serve as organization experts in one or more disciplines of meteorology for the assigned unit. These positions are normally filled with advanced academic degree holders. The technical expert path provides growth to GS-15 and equivalent and SL/ST positions. The technical expert career path also includes senior weather technicians (1341) with highly specialized expertise on weather systems and weather operations. The senior technician positions provide growth to GS 10/11 within the technical path. These positions are normally found at HAF, FOA, Lab, Center or MAJCOM levels.

19.8.4. **Management and Leader Career Path.** This career path spans Operational Level to Strategic Level Positions with a focus on first and higher level supervisory positions or managing weather support operations and programs at HAF, FOA, Lab, Center, or MAJCOMs. Positions on this track normally enter at GS-13 and equivalent and can progress to GS-15 and SES. Both the Operational Weather Career Path and Technical Expert Career Path provide development tracks into the Management and Leader Career Path.

Chapter 20

OPERATIONS (OPS) CAREER FIELD MANAGEMENT PROGRAM (OCFMP)

20.1. Operations Career Field Progression and Development Templates. Three Operations (Ops) levels of career development are described in this section: Tactical, Operational, and Strategic. Each developmental level identifies suggested competencies and the path an AF Ops civilian should follow throughout their career. **Figure 20.1** highlights a typical career progression in Ops. Developmental templates are used to assist and guide discussions between Ops career team members and their supervisors/managers for suggested career paths and plans for an Ops career professional.

20.2. Ops Tactical Development Level – Personal Leadership The Tactical Developmental Level establishes the basic operational foundation and baseline for an Ops career field professional. During this professional phase each individual will master their primary duties, build warfighting skills, build joint and coalition knowledge, and develop institutional competencies while gaining valuable expertise and experience. The overall goal is for every Ops person to gain an in-depth understanding of their critical skill sets, AF culture by embracing the AF's Core Values, team leadership (followership), and institutional leadership while executing the daily Ops mission. Targeted and specific assignments are designed to establish and build in-depth knowledge and technical expertise. Training and educational opportunities will be offered for those progressing and identified as having leadership potential at higher command levels. **Figure 20.1** highlights a desired developmental path at the Tactical Level.

Figure 20.1. Ops Career Path.

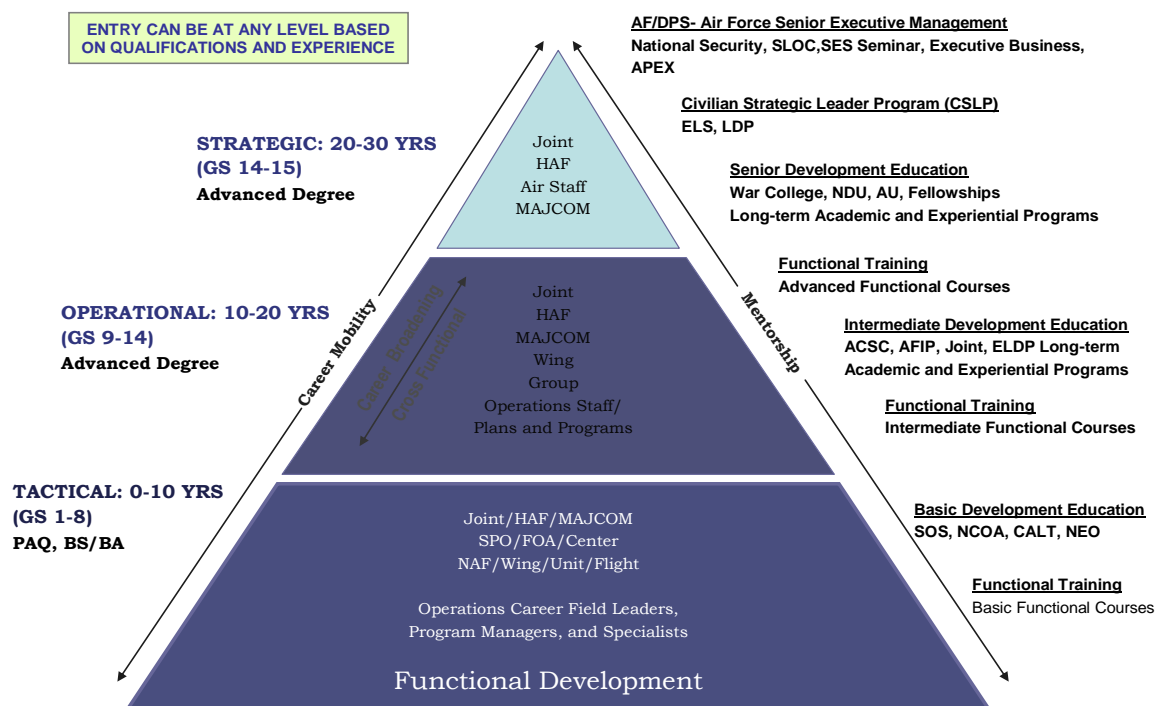


Figure 20.2. Ops Tactical Development Template.

TACTICAL DEVELOPMENT TEMPLATE: GS 1-8/Equivalent		
Air Force Institutional Competencies, Skills, Education and Training		Operational Career Field (Ops)
Enduring Followership Competencies <ul style="list-style-type: none"> Exercise Sound Judgment Adapt and Perform Under Pressure Inspire Trust Follow and Lead Courageously Self Assessment and Feedback Foster Effective Communication Lead by Example 	General Occupational Competencies <ul style="list-style-type: none"> Personnel Management Financial Management Business Administration 	Functional Competencies <ul style="list-style-type: none"> Generalized knowledge of Ops Specialized Career Training e.g., pilot and navigator training, flight engineer, load master, weight and balance, aircraft survival, air traffic control
Institutional Education and Training <ul style="list-style-type: none"> AF Civilian Orientation Course Supervisor Training Basic Developmental Education: ASBC, SOS, CALT, ALS Mentorship Program 	General Occupational Skills <ul style="list-style-type: none"> Staff and Support Project Management Problem Solving Techniques Effective Communication Principles Time Management Critical Thinking Team Work Basic Computer Knowledge 	<ul style="list-style-type: none"> Entry-level knowledge in OPS disciplines i.e., air traffic control specialist, weather forecaster, aircraft survival specialist Knowledge/experience in one Ops functional area Knowledge of federal laws and regulations affecting Operations ex., Federal Aviation Administration's FARs defining airspace and limitations Civilian Acculturation
Followership and Leadership Skills <ul style="list-style-type: none"> Interpersonal Skills Technical and Tactical Competence Problem Solving Performing Leader Tasks Performance Counseling Short Range Planning and Mission Accomplishment 	Education <ul style="list-style-type: none"> Associates Degree Bachelors Degree* <p>* OPS team members are encouraged to participate in the Civilian Tuition Assistance Program.</p>	Functional Education and Training <ul style="list-style-type: none"> Air and Space Basic Course Squadron Officer School 1-5 years experience in OPS coded Position 3-5 years at Wing or Base Level Multi-Wing Experience PAQ intern training and development at Base level

20.3. Ops Operational Development Level – Leading People and Teams At the Operational Developmental Level, AF civilian members transition from a specialist or followership role to leadership responsibilities where campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives. Ops team members must understand the broader AF perspective and capabilities to execute operations, hone joint and coalition understanding while combining broad occupational skills and AF competencies such as focusing on Personal, People/Team Building, and Organizational functions.

20.3.1. Personal

20.3.1.1. Embody Airman Culture

20.3.1.2. Communicating

20.3.2. People/Team

20.3.2.1. Leading People

20.3.2.2. Fostering Collaborative Relationships

20.3.3. Organizational

20.3.3.1. Employing Military Capabilities

20.3.3.2. Enterprise Perspective

20.3.3.3. Managing Organizations and Resources

20.3.3.4. Strategic Thinking

While employed at the Operational Level career broadening and cross-functional assignment opportunities must be considered to increase career growth potential and value across the AF. Career functional team leaders will focus on identifying and developing Ops professionals for the Strategic Level.

Figure 20.3. Ops Operational Development Template.

OPERATIONAL DEVELOPMENT TEMPLATE: GS 9-13/Equivalent		
Air Force Institutional Competencies, Skills, Education and Training		Operations (Ops)
<u>Enduring Leadership Competencies</u> <ul style="list-style-type: none"> Shape Air Force Strategy Create and Demonstrate Vision Enterprise Integrations and Resource Stewardship Embrace and Lead Change Drive Execution Attract, Develop and Retain Talent 	<u>General Occupational Competencies</u> <ul style="list-style-type: none"> Financial Management Personnel Management Systems Integration 	<u>Functional Competencies</u> <ul style="list-style-type: none"> Introductory/Intermediate level of experience in a second Ops functional area Intermediate/Advanced knowledge in Ops Broad knowledge of the Ops community and operations of other governmental agencies and functions
<u>Institutional Education and Training</u> <ul style="list-style-type: none"> Intermediate Developmental Education: ACSC, ELDP, AFIT, Academic Programs, Fellowships Squadron Director Course Planning, Programming, and Budgeting System (PPBS) Training Supervisor Training Mentorship Program Mentee/Mentor 	<u>General Occupational Skills</u> <ul style="list-style-type: none"> Program Management Advanced Problem Solving Team Building Analytical Ability Advanced People Skills Project Management Time Management 	<u>Functional Education and Training</u> <ul style="list-style-type: none"> Intermediate Leadership courses Masters in Business Administration or related field Executive Leadership Development Program (ELDP) Air Command and Staff College Air Force Legislative Fellows
<u>Leadership Skills</u> <ul style="list-style-type: none"> Technical and Tactical Ability to Synchronize Systems and Organizations Sophisticated Problem Solving Interpersonal Skills Emphasizing Influencing Others Through Communication Shaping Organizational Structure Directing Operations of Complex Systems Tailored Resources to Organizations or Programs Establishing Policies that Foster a Healthy Command Climate 	<u>Education</u> <ul style="list-style-type: none"> Bachelors Degree Masters Degree 	<u>Experience</u> <ul style="list-style-type: none"> 5-9 years experience in Ops position 1 Career Broadening Assignment 1 Cross-Functional Assignment Organizational Mobility Squadron CC/Division Chief/Deputy MAJCOM, Joint, HAF Action Officer Flight/Office/Branch/Team Chief/Deputy

20.4. Ops Strategic Development Level – Leading Institutions At the Strategic Level, AF civilian members combine highly developed occupational and enduring competencies to bring an AF perspective in determining and accomplishing national or multinational (coalition) security objectives. These skills will be used to develop and use valuable national resources to accomplish these objectives. Often these tasks include developing an understanding of leadership at institutional and interagency levels in executing AF operations within a joint, coalition, and interagency relationship. The objective at the Ops Strategic Level is to broaden the Ops professional's institutional competencies with focus on Organizational functions listed in [paragraph 20.3](#)

Figure 20.4. Ops Strategic Development Template.

STRATEGIC DEVELOPMENT TEMPLATE: GS 14-15/Equivalent		
Air Force Institutional Competencies, Skills, Education and Training		Operations (Ops)
<p><u>Enduring Leadership Competencies</u></p> <ul style="list-style-type: none"> Shape Air Force Strategy Create and Demonstrate Vision Enterprise Integrations and Resource Stewardship Embrace and Lead Change Drive Execution Attract, Develop and Retain Talent <p><u>Institutional Education and Training</u></p> <ul style="list-style-type: none"> Defense Senior Leader Development Program Civilian Strategic Leadership Program Senior Executive Development Courses/OPM Training Senior Developmental Education: AWC, ICAF, ICAF SAC, AFIT, Academic Programs, Fellowships Mentorship Program Mentor <p><u>Leadership Skills</u></p> <ul style="list-style-type: none"> Technical Competencies on Force Structure and Integration Technical Competencies on Unified, Joint, Multi-National and Inter-agency Operations Resource Allocation Management of Complex Systems Conceptual Competence in Creating Policy and Vision Interpersonal Skills Emphasizing Consensus Building and Influencing Peers and Policy Makers 	<p><u>General Occupational Competencies</u></p> <ul style="list-style-type: none"> Financial Management Personnel Management Systems Integration <p><u>General Occupational Skills</u></p> <ul style="list-style-type: none"> Advanced Decision Making Engage in creative, Innovative Thinking for New Solutions/Options Advanced Communication Skills Manage Entire Functions Think and Work Across Boundaries Drive Transformation Maintain Geo-political Awareness Build Coalitions and Communications Understand and Execute Budgets <p><u>Education</u></p> <ul style="list-style-type: none"> Masters Degree Doctorate 	<p><u>Functional Competencies</u></p> <ul style="list-style-type: none"> Knowledge of Strategic Planning Policy development Ops strategy relating to MILDEP, DoD, and COCOMs National Security strategic plans Broad knowledge of National Level Policies and Strategic Plans <p><u>Functional Education and Training</u></p> <ul style="list-style-type: none"> Strategic Education III (length: 3-4 weeks) Leadership for a Democratic Society Seminar XXI (MIT) Senior Executive Fellows (Harvard) Senior Management Course in National Security (GW) <p><u>Experience</u></p> <ul style="list-style-type: none"> 10-15 years experience in Ops coded Position 2+ Cross-Functional Assignments MAJCOM, HAF, NAF, SAF/HAF Directorate/Division Chief/Deputy Overseas Assignment, Cross Service

20.5. Ops Development Planning The vision of Civilian Force Development is to create a civilian workforce that is responsive to requirements and can be managed as an integral part of the Total Force, including mobility, where it serves the AF and the Ops mission. Through robust career field management, integrated leadership education, and clearly defined requirements, Ops will integrate the development of Ops civilians with their military counterparts. The end result is a Total Force that can lead and be managed as one and where civilian and military roles can be interchangeable.

20.6. Centrally Managed Positions. Through central management of core positions within the Ops, the Development Team (DT) and senior Ops leaders will have an opportunity to deliberately develop team members for positions of increased responsibilities in the career field. In turn, these positions will afford Ops team members focused education and training and provide assignment experiences that are supported by mentoring at all levels from seasoned Ops professionals. The DT has defined Centrally Managed positions as operational and strategic level positions (GS-13 through GS-15 grade level). Centrally Managed positions also include three types of Career Developmental positions: Career Broadening, Key Developmental, and Palace Acquire. Each of these positions will provide developmental work experiences intended to prepare Ops team members for higher-level supervisory and managerial positions. Ops team members in Centrally Managed positions are entitled to centrally funded moves (PCS) and other development opportunities to include short-term management and leadership training, CDE, and tuition assistance.

20.7. Ops Career Broadening Program. The Ops Career Broadening Program leverages the headquarters, Air Force Personnel Center (AFPC) Career Broadening program that is available to all career fields. This program is designed to broaden the skills and enhance leadership perspective of high-potential and exceptional personnel. Annually, the Ops DT will review and recommend AF candidates that have been vectored for career broadening assignments in compliance with AFPC DT Meeting Cycle responsibilities. Assignments are scheduled for 30 months and require a mobility agreement and training and development plan.

20.8. Career Mobility. Effective career field management mandates filling high-level positions with qualified personnel who have a variety of work experiences. These varied experiences may not be gained in a single position or at only one installation or organizational level. Ops team members should seek such work experiences in more than one location or organization. The depth and breadth of experience gained through developmental and geographic mobility may be the factor that makes a candidate the best qualified for referral. Ops professionals seeking executive management positions should remain available for reassignment to fulfill mission needs.

20.9. Management—Initiated Reassignments (M/R) A M/R may be accomplished by reassigning an employee to a vacant position or by swapping two employees between positions. There are two types of M/Rs: reassignments within the Ops functional community, and reassignments from outside the Ops. All M/Rs into a Centrally Managed position must be routed through the CFT and approved by the Career Field Manager and DT.

20.10. Ops Certification and Career Development Program (CCDP) Quality training and continual educational growth play an essential role in the AF's ability to accomplish its mission and identify leaders with the talent and potential for senior civilian positions. Therefore, it is crucial that senior leaders become involved in planning, developing, managing, conducting, and evaluating an effective and efficient training program across all the Tactical, Operational and Strategic Levels. Ops senior functionals will leverage the AF Ops CCDP to identify, assess, and nominate competitive Ops individuals for appropriate training along the career growth path. Detailed information about CCDP will be found in the DoD Certification and Career Development Guidelines, which will be available for download on the Ops Programs website.

Chapter 21

LEGAL CAREER FIELD MANAGEMENT PROGRAM (LCFMP)

(Reserved)

Chapter 22

MEDICAL CAREER FIELD MANAGEMENT PROGRAM (MCFMP)

(Reserved)

DARRELL D. JONES, Lt General, USAF
DCS, Manpower, Personnel and Services

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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DoDI 5000.2, *Operation of the Defense Acquisition System*, 8 December 2008

DoDI 5000.35, *Defense Acquisition Regulations (DAR) System*, 21 October 2008

DoDD1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Program*, 21 May 1987

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AFPD 36-27, *Equal Opportunity (EO)*, 22 May 2009

AFI 36-202, *Civilian Mobility*, 18 March 1994

AFI 36-401, *Employee Training and Development*, 28 June 2002

AFI 36-601, *Air Force Civilian Career Program*, 25 July 1994

AFI 36-602, *Civilian Intern Programs*, 25 July 1994

AFI 36-802, *Pay Setting*, 1 September 1998

AFI 36-1301, *Management of Acquisition Key Leadership Positions (KLP)*, 1 July 2009

AFI 36-2301, *Developmental Education*, 27 June 2002

AFI 36-2640, *Executing Total Force Development*, 16 December 2008

AFI 36-2706, *Military Equal Opportunity (MEO) Program*, 29 July 2004

AFMAN 36-203, *Staffing Civilian Positions*, 12 December 2002

AFMAN 36-204, *Overseas Employment*, 11 April 2007

AFI 63-101, *Acquisition and Sustainment Life Cycle Management*, 17 April 2009

Adopted Forms

Standard Form (SF) 52, *Request for Personnel/Position Action*

Standard Form (SF) 182, *Authorization, Agreement and Certification of Training*

AF Form 847, *Recommendation for Change of Publication*

AFRC Form 121, *Air Reserve Technician (ART) Program Certificate of Understanding*

Optional Form 612, *Optional Application for Federal Employment*

Abbreviations and Acronyms

A1—Deputy Chief of Staff, Personnel, Manpower and Services
A1D—Directorate of Force Development
A1M—Directorate of Manpower and Organization
A1P—Directorate of Force Management Policy
A1S—Directorate of Services
A1X—Directorate of Plans & Integration
ACE—American Council on Education
ACF—Audit Career Field
ACWA—Administrative Careers with America
ADP—Airman Development Program
AFAA—Air Force Audit Agency
AFCEE—Air Force Center for Environmental Excellence
AFCESA—Air Force Civil Engineering Support Agency
AFICFM—Air Force Intelligence Career Field Management
AFIT—Air Force Institute of Technology
ALPDP—Acquisition Logistics Professional Development Program
AOCMP—ART Officer Career Management Program
APDC—Acquisition Professional Development Council
APDP—Acquisition Professional Development Program
APF—Appropriated Fund
APMCP—Acquisition Program Management Career Program
ART—Air Reserve Technician
ASQC—American Society of Quality Control
CAP—Critical Acquisition Position
CDE—Civilian Developmental Education
CCFM—Contracting Career Field Management
CDP—Civilian Development Panel
CDT—Career Development and Training
CECFM—Civil Engineer Career Field Management
CFDP—Civilian Force Development Panel

CICFM—Communications & Information Career Field Management
CPCN—Civilian Position Control Number
CPDF—Civilian Personnel Data File
CPS—Civilian Personnel Section
CSLP—Civilian Strategic Leader Program
CTAP—Civilian Tuition Assistance Program
DAWIA—Defense Acquisition Workforce Improvement Act
DCIPS—Defense Civilian Intelligence Personnel System (replaces CIPMS)
DCPDS—Defense Civilian Personnel Data System
DIN—Data Identification Number
DoDD—Department of Defense Directive
DoDI—Department of Defense Instruction
DSLDP—Defense Senior Leader Development Program
DSMC—Defense Systems Management College
EAP—Executive Assignment Panel
ECQs—Executive Core Qualifications
EDP—Employee Development Panel
ELDP—Executive Leadership Development Program
ERB—Executive Resources Board
EWI—Education with Industry
FMCF—Financial Management Career Field
FOC—Full Operational Capability
FPM—Federal Personnel Manual
FSCF—Force Support Career Field
FTE—Full-Time Equivalent
FWS—Federal Wage System
HAF—Headquarters Air Force (includes the Air Force Secretariat and Air Staff offices)
HMCCFMP—Historian & Museum Civilian Career Field Management Program
IACF—International Affairs Career Field
ICA—Institute of Cost Analysis
ICAF—Industrial College of the Armed Forces
IDEA—Industrial Development Education in Acquisition

KLP—Key Leadership Position
LCF—Logistics Career Field
LTT—Long-Term Training
MDC—Management Development Center
MDP—Master Development Plan
NAF—Non Appropriated Fund
NAPM—National Association of Purchasing Managers
NCMA—National Contract Management Association
NDU—National Defense University
NGP—Negotiated Grievance Procedure
NES—National Estimating Society
NOMRI—Nomination Report on Individual Personnel
NPMA—National Property Management Association
OCSRS—Occupational Series
OLA—Overseas Limited Appointment
PA—Program Assessment
PACFMP—Public Affairs Career Field Management Program
PCS—Position Classification Standard
PCS—Professional Credentials Score
PCSP—Professional Credentials Score Process
PE—Professional Engineer
PMCFMP—Program Management Career Field
PMCS—Professional Military Comptroller School
PMP—Position Management Panel
PTI—Personnel Transaction Indicator
R&D—Research and Development
RA—Registered Architect
RTA—Required Training Area
S&E—Scientist and Engineer
S&T—Science and Technology
SAE—Service Acquisition Executive
SCCF—Safety Civilian Career Field

SFP—Security Career Field Program
SCPD—Standard Care Personnel Document
SEAPD—Scientist and Engineer Acquisition Professional Development
SECF—Scientist and Engineer Career Field
SICFM—Special Investigations Career Field Management
STAIRS—Standard Automated Inventory Referral System
TA—Tuition Assistance
TPS—Total Person Score
TQSE—Temporary Quarters Subsistence Expense
UA—Universal Annual
ULP—Unfair Labor Practice
UMDP—Undergraduate Management Development Program
VEOA—Veterans Employment Opportunity Act
WPS—Whole Person Score

Terms

Acquisition—The conceptualization, initiation, design, development, testing, contracting, production, deployment, and disposal of a directed and funded effort that provides a new, improved, or continued materiel, weapon, information system, logistics support, or service capability in response to an approved need.

Acquisition Corps—The Acquisition Corps is comprised of those persons who have met the grade, education, training, and experience standards prescribed by Defense Acquisition Workforce Improvement Act and implementing regulations, and who have been granted admission to the Acquisition Corps by the Director, Acquisition Career Management. Criteria for entrance into the Acquisition Corps are provided in the detailed Acquisition Professional Development Program guidance.

Acquisition Functional Manager—Individual at HAF responsible for the professional development of acquisition employees within respective career fields. Approves Level III waivers and certification.

Acquisition Work Force—The acquisition workforce is defined as those individuals assigned to positions having predominantly acquisition functions as defined by DoDD 5000.01, DoDI 5000.02 and DoDD 5000.52. These positions shall be designated by acquisition coding in the manpower and personnel systems of record.

Air Force Relocation Services Program—A contracted home sales, home search, mortgage counseling, and destination service. This service is available to current Air Force employees who are selected for Air Force positions in the Senior Executive Service or for positions at the GS-12 grade level and above (and NSPS equivalents) through one of the Air Force career programs. The move must be from one location to another in the United States, including Alaska and Hawaii.

Airman Development Plan (ADP)—an automated tool used to document the individual member's short and long term career goals, developmental education objectives, and the like. Also used as a record of supervisory review and concurrence with member goals, and senior level endorsement. The ADP is the primary source document used by Development Teams (DTs) to assess members, make developmental recommendations, and provide the member with feedback in the form of "vectors." At various times in the past, this tool has been referred to as the Master Development Plan (MDP), the Career Development Plan (CDP), the (Transitional) Career Development Plan (TCDP), and the Force Development Toolkit (FDTK).

Candidate Referral Roster (CRR)—An automated ranked list of candidates nominated for a particular vacancy announcement produced by the Civilian Personnel Decision support System (CPDSS).

Career Broadening Position—A centrally managed position that is part of a structured force development program and serves to provide developmental opportunities for broadening the skills and/or enhancing the leadership perspective of high-potential employees. Functional Advisory Councils determine career broadening position locations based upon specific mission activity, desired leadership perspectives, or other situations that capitalize on broadening opportunities for these high-potential employees. Career Broadening positions are centrally funded by the central salary account, centrally managed by AFPC/DPI, and administered by the designated Career Field Teams.

Career Development—The continuing process by which the potentials of people are identified, developed, and administered through a centralized personnel management system. Through the process of duty assignments, job rotation, training, education, and self-improvement, these people are systematically developed to fill Air Force positions of increasing responsibility.

Career Development Plan (CDP)—See ADP, above

Career Path—A network of Air Force positions which possess common progression paths.

Career Field Manager (CFM)—The individual within a career field who has been appointed by the Functional Authority and is responsible for the day-to-day management of the career field to include developing and implementing career field policies, providing central oversight for career field education and training, developing career path diagrams, monitoring career accessions/losses to ensure sufficient manning. CFMs will be O-6/GS-15/or equivalent and most often assigned at Air Force Headquarters but may be located at a DRU, FOA or other geographically separated organization. In-depth information on CFM duties and responsibilities may be found at AFI 36-2640, 16 Dec 2008, *Executing Total Force Development*.

Career Field Management Program—A program designed to administer an occupation or cluster of occupations; includes work force analysis, forecasting and planning, and the systematic selection, development, assessment, and use of employees in centrally managed positions; program oversight is provided by the Functional Authority, Functional Manager, Career Field Manager, and Functional Advisory Council; program processes are administered by the Career Field Team.(CFT).

Career Field Team (CFT)—The group of career field specialists, personnelists, and/or support personnel at AFPC who are responsible for day-to-day operation of the CFMP. They conduct all Force Development processes for the career field, in compliance with Air Force personnel policies issued by AF/A1 and career field management policies issued by their functional leaders..

Career Field Identifier—Defense Civilian Personnel Data System (DCPDS) code used to identify the specific career program.

Career Field Intern Position—A centrally managed position below the full performance level, which has been designated as being part of a formal development program. Incumbents of these positions receive training consonant with a formal training plan and a mobility agreement.

Career Field Inventory—All employees in a particular career field.

Centrally—Managed Position—A position which is filled from an AF-wide pool of eligibles and administered by an Air Force career field management program. The positions are of prime importance to the Air Force mission and are usually filled by career field management program participants.

Civilian Career Brief—A automated array of information, extracted from a computer data system and portraying relevant portions of an employee's personnel data including overall performance rating, appraisal factor ratings, awards, training and work experience history, and the like. The selecting official receives a career brief for each employee whose name appears on a referral certificate.

Civilian Command Equivalent Positions—A civilian director or deputy director position (normally at the GS-14 or above level) which has been specifically identified by senior functional and career field management and development officials as one which provides leadership and managerial experience comparable to that of military commander positions. These command equivalent positions are key in honing leadership competencies for senior civilian development.

Critical Acquisition Position (CAP)—Certain senior level acquisition-coded positions shall be designated as CAPs based on the criticality of the position to an acquisition program. Personnel assigned to CAPs provide needed acquisition experience as well as stability and accountability to a program. CAPs include GS15 and equivalent acquisition coded positions and those GS14 equivalent positions that have direct responsibility and accountability on an acquisition program or on an effort or function directly supporting a program, and have duties and responsibilities that require a three-year tenure for program stability. For more information see detailed APDP guidance.

Developmental Education (DE)—An array of educational opportunities including: Professional Military Education, Advanced Academic Degree Education and Professional Continuing Education, AFPD 36-23, *Military Education*.

Development Team (DT)—Provides oversight of officer and civilian personnel development to meet both functional and Air Force corporate leadership requirements.

Functional Advisory Council—A council normally selected and chaired by the Air Force functional authority that sets the career field management program's guidance, goals, and objectives within the regulatory and policy guidelines established by AF/A1; develops action plans; and tasks special working groups to achieve established goals.

Functional Authority (FA)—The senior Air Force official, normally at the HAF level, responsible for the mission of the function or career field and support of specific career field management programs.

Functional Manager (FM)—The official who has overall responsibility for a functional area at base, MAJCOM, or comparable organization level. At HAF level, the functional manager (FM) is appointed by the Functional Authority (FA) and may oversee the activities of one or more Career Field Managers (CFMs). See AFI 36-2640, 16 Dec 2008, *Executing Total Force Development* for a fuller description of the Functional Manager's role.

Headquarters Air Force (HAF)—The HAF is comprised of both Secretariat and Air Staff offices.

Shared Series—An occupational series, which describes work performed in positions covered by more than one career field, e.g., GS-343, Management and Program Analysis. The type of work performed and where it is performed (e.g., organizational assignment, functional account code) determine which career field centrally manages the specific position classified to the shared series.

Standard Automated Inventory Referral System (STAIRS)—The DoD automated referral system module in the modern data system. STAIRS utilizes a commercial off-the-shelf system (Resumix) and the AF unique system (CPDSS) for internal placement and external recruitment. The system utilizes job announcements, self-nomination by candidates, and Air Force-wide merit promotion criteria to rate and rank candidates for promotion, reassignment, and change-to-lower grade.

Vector—The DT's collective recommendation for an assignment level (e.g., Joint Staff, HAF, MAJCOM, base-level, etc.), training or education opportunity (e.g., resident DE, advanced functional training), or position type (e.g., flight/division chief, director/deputy director, special duty, etc.) a member should be considered for in his or her next or subsequent assignments.

Attachment 2**SAMPLE MOBILITY AGREEMENT****Figure A2.1. SAMPLE MOBILITY AGREEMENT.**

(Not for use by employees on centrally managed and funded intern programs)

NAME: _____

I understand the following:

1. The Air Force at times must assign civilian employees to meet critical needs or to provide employee opportunities for continued career progression.
2. I agree, for the duration of my assignment to a position with a mobility requirement, to accept positions offered at the same or higher grade, including assignments to a different geographic location to satisfy my obligation under this agreement.
3. The position for which I have been selected has a mobility requirement and I may be required to move.
4. This agreement to be mobile and abide by the agreement is a condition of (employment or selection). This mobility agreement must be signed prior to my being assigned to the position.
5. The conditions and requirements for mobility are specified in AFI 36-202, *Civilian Mobility*.
6. In determining future follow-on assignments, my personal career goals and geographic preferences will be considered but are not guaranteed. Management will consider compelling personal reasons for my failure to accept an assignment, but the Air Force may still require me to relocate to meet Air Force needs.
7. This agreement applies to Civilian Position Control Number (CPCN) (XXXX) located at (name of location) and titled and graded as (position title, pay plan, series and grade). Should a change be made to the CPCN, location of the position, title, grade or series of the position, this paragraph will be updated accordingly. However, failure to annotate these changes on this agreement will not invalidate the requirement.
8. Failure to accept assignment as required by this agreement may result in my separation from the Air Force and will deem me ineligible for discontinued service retirement. Should I elect a change to lower grade as a result of my refusal to accept an assignment under this agreement, I will not be entitled to retained grade or retained pay.

9. When assigned overseas, this mobility agreement does not entitle me to a higher home leave earning rate as described in 5 CFR 630.604 (a) (1).

Signature of Employee

Date

Signature of Civilian Personnel
Representative

Date

Signature of Selecting Official

Date

Attachment 3

LOGISTICS CAREER FIELD WHOLE PERSON SCORE ELEMENTS

A3.1. PROFESSIONAL EXPERIENCE: (Must be at the GS-11/Wage Supervisor (WS)-11(or equivalent) and above level for 12 full months)

A3.1.1. MULTI-OCCUPATIONAL SERIES (LOGISTICS FAMILY GROUPS):
Maximum Points: 24 Credit is granted for a minimum of 12 months assignment in a family regardless of occupational series.

Scoring: 1 separate family groups 8 points
2 separate family groups 16 points
3 separate family groups 24 points

Administration: 301*
Management/Program Analyst: 343*, 340*, 345*, 391*
Scientist/Engineering: 8XX*, 1515*, 1520*
Equipment Specialist 1670
General Facilities: 1601
Packing/Packaging: 2032, 7001, 7002, 7004
Industrial Specialist/Production Management: 1101*, 1150*, 1152
Logistics: 346
Item Management: 2010
Quality Assurance: 1910*
Supply/Warehousing: 2001, 2003, 2030, 2050, 6901, 6907, 6912
Transportation: 2101, 2102, 2110, 2130, 2131, 2135, 2144, 2150
Other: 25XX, 26XX, 28XX, 33XX, 34XX, 37XX, 38XX, 53XX, 57XX, 66XX, 82XX, 86XX, 88XX

NOTE: * To gain credit for work in this series, experience must have been performed in one of these organizational function codes: AP, AQ, AW, CE, CJ, CR, CS, CY, DC, DD, DF, DT, DU, MA, MM, MT, OP, PA, PB, PP, SE, SU, & TA.

A3.1.2. MULTI-COMMAND: Maximum Points: 16

*Logistics work is any experience that is creditable in the Multi-Occupational element.

Scoring: Two Commands doing Logistics work* 2 points
Three Commands doing Logistics work* 8 points
Four Commands doing Logistics work* 16 points

A3.1.3. MULTI-ORGANIZATIONAL LEVEL: Maximum Points: 16

*Logistics work is any experience that is creditable in the Multi-Occupational element.

Codes: A, B,C, D, E, F, H, J, K, L, M, Q, R, U

Scoring: Two or more levels doing Logistics work* 8 points

Department (code A) or Command (code B) 8 points

And any other level, both performing Logistics work*

A3.1.4. SUPERVISORY EXPERIENCE: Maximum Points: 12

Supervisory credit is given for 12 cumulative months of experience in each code at GS-05/WS-01 (and equivalent) or higher.

Scoring: Supervisor - Civil Service Reform Act (CSRA)
(DCPDS Code 4) 6 points

First Level Supervisor (DCPDS Code 1) 9 points

Second Level Supervisor (DCPDS Code 2) 12 points

A3.1.5. MANAGERIAL EXPERIENCE: Maximum Points: 12

Managerial credit is given for 12 cumulative months of experience in each code at GS-05/WS-0 (and equivalent) or higher.

Scoring: Management Official (CSRA) (DCPDS Code 5) 9 points

Manager (DCPDS Code 3) 12 points

Team Leader (DCPDS Code 7 or 9) 4 points

A3.2. EDUCATION AND TRAINING**A3.2.1. FORMAL EDUCATION:** Maximum Points: 48

Scoring: 1 year college (DCPDS Code 08) 6 points

2 years college (DCPDS Code 09) 12 points

Associate Degree (DCPDS Code 10) 13 points

3 years college (DCPDS Code 11) 19 points

4 years college (DCPDS Code 12) 24 points

Bachelor's Degree (DCPDS Code 13-16) 36 points

Master's Degree (DCPDS Code 17-22) 48 points

A3.2.2. PROFESSIONAL MILITARY EDUCATION: Maximum Points: 12

Scoring: Squadron Officer School (DCPDS Code BFI) 6 points

Armed Forces Staff College (DCPDS Code AC2) 12 points

Air Command and Staff College (DCPDS Code ACS) 12 points

Air War College (DCPDS Code ACR) 12 points

Navy War College	(DCPDS Code ACI)	12 points
Army War College	(DCPDS Code ACB)	12 points
National War College	(DCPDS Code ACT)	12 points
Naval Command & Staff College	(DCPDS Code A5A)	12 points
Army Command/General Staff Officer Course	(DCPDS Code AGJ)	12 points
Industrial College of the Armed Forces (ICAF)	(DCPDS Code ACU)	12 points

A3.2.3. PROFESSIONAL CIVILIAN EDUCATION: Maximum Points: 12

Scoring: Harvard - JFK – Other	(DCPDS Code AGF)	12 points
Exec Fellowship- Princeton	(DCPDS Code ACE)	12 points
USC School for Public Administration	(DCPDS Code AEC)	12 points
Exec Sloan MIT	(DCPDS Code ADC)	12 points
Stanford Sloan Exec Program	(DCPDS Code ADH)	12 points
Legislative Fellows Program	(DCPDS Code AAN)	12 points
Congressional Fellows/ Capitol Hill Fellows	(DCPDS Code ADI)	12 points
Harvard Program for Management Development	(DCPDS Code AGH)	12 points

A3.2.4. **CERTIFIED PROFESSIONAL LOGISTICIAN:** Maximum Points: 8

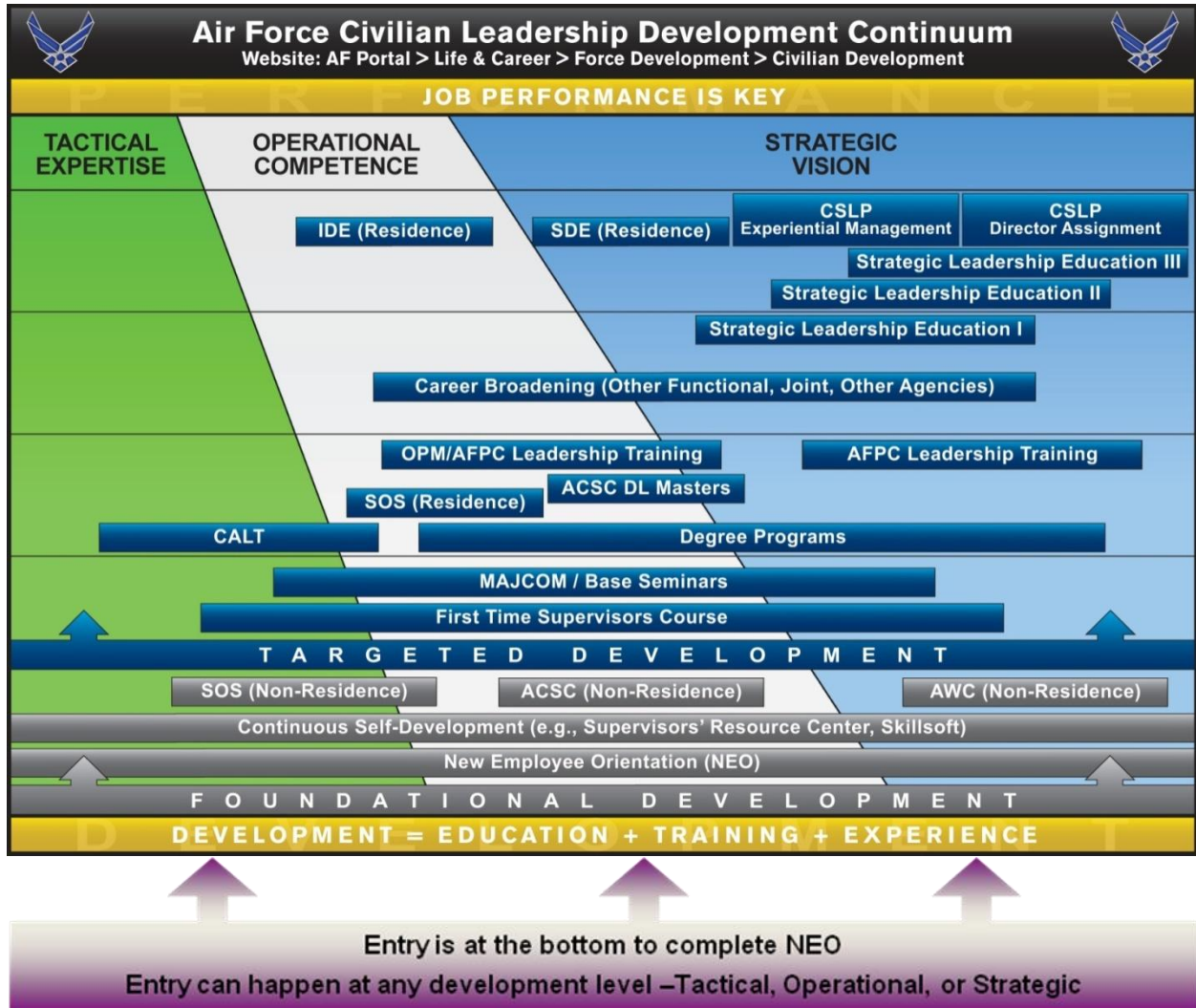
Scoring: Certified Professional Logistician (DCPDS Code CPL) 8 points

A3.3. PERFORMANCE APPRAISAL: Maximum Points: 100

Attachment 4

CIVILIAN FORCE DEVELOPMENT CAREER PLANNING DIAGRAM (NOTIONAL)

Figure A4.1. Air Force Civilian Leadership Development Continuum.



NOTE: This is the Air Force Civilian Leadership Development Continuum. CFTs may choose to expand upon this framework by annotating with Skill Pairings, illustrative Duty Titles, career field-specific developmental opportunities, and other information in order to tailor it to the specific needs of their career field.